

5218
16

Sales Management

THE MAGAZINE OF MARKETING



Are your salesmen sold on your advertising? Do they merchandise it? Page 24.

**MORE TRUE-LIFE ADVENTURES IN SHOPPING
WHY PRODUCT-USE TRAINING WINS FRIENDS
FOR KEARNEY & TRECKER ● THE COUNTY AGENT**



43,328,741 LINES

**The Kansas City Star Published 43,328,741 Lines
of Advertising in 1951...a New High for The Star...
a Gain of 2,033,860 Lines Over 1950**

**Here are some of the factors contributing
to this most remarkable year in Star history:**

- **850,000 population in metropolitan area of Kansas City
—a gain of 35,000 since 1950 census. Kansas City
is headed for the ONE MILLION mark.**
- **Seven new industrial plants in 1951.**
- **Six new wholesale firms.**
- **Twenty-six new enterprises in other categories.**
- **Forty-five industrial firms, forty-seven wholesale companies,
thirty-two retail establishments and fifty-nine
business firms in other classifications
expanded their plants in 1951.**
- **381,000 wage earners now employed. 17,000 industrial
workers added in 1951.**

THE KANSAS CITY STAR

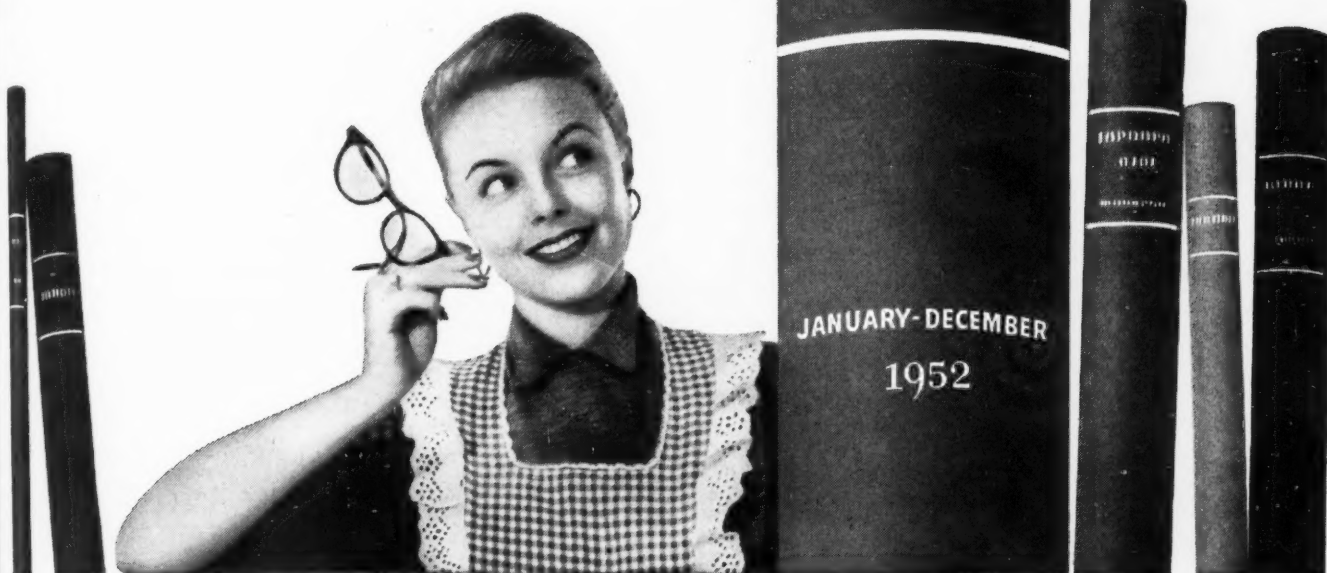
KANSAS CITY
1729 Grand
Harrison 1200

CHICAGO
202 S. State St.
Webster 9-0532

NEW YORK
15 E. 40th St.
Murray Hill 3-6161

UP
N
FEBRU

Book of the Year



What a book! 1,800 pages...420 of them in full color. 399 *service* features of vital interest to women...104 articles on food alone...114 on fashion...84 on home furnishings and appliances...38 on beauty. Plus fiction galore.

It costs...at your corner newsstand... only \$3.00.

It's a book, for women. It is rich with

understanding of women's aspirations... of their insatiable desire to lead a better life... for themselves and their families.

Naturally, this book is a best-seller. More than 4,000,000 copies are eagerly read every month... 50,000,000 copies a year... loved and *used*.

This astonishing "book" is McCall's Magazine for the year 1952.

UP in circulation... UP in advertising

McCall's sets the pace

FEBRUARY 1, 1952

one touch of Genius

The creative thinking of Samuel Morse, crystalized in the invention of the telegraph, is an example of the power of an idea.

Most of the great achievements of mankind follow this pattern: first, the need for improvement; then — the idea to meet the need.

James Gray, Inc. uses this pattern to produce results for many mailadvertisers, large and small. An ingenious, original idea, powerful copy, production-wise layout and eloquent art may be the touch of genius you need to make your mailadvertising click.

We'll do it for you effectively with or without graphic reproduction.



Get a policy-making view of direct mail. Write for a free copy of Edward N. Mayer's timely and provocative article on Direct Mail Advertising, reprinted from a recent issue of *Harvard Business Review*.

Sales Management

CONTENTS, FEBRUARY 1, 1952

ADVERTISING

Are Your Salesmen Sold

On Your Advertising? (cover story)

Eighty-eight percent in ANA survey call consumer ads "very important." But their companies are not giving them "information to help them make the most of it." Salesmen would split budgets 60% "national," 25% "local" and 15% point-of-purchase.

By Lawrence M. Hughes, Special Feature Editor 24

McKesson and Crowell-Collier

Plan "Economy Size" Promotion

Fifteen drug firms will spend \$600,000 during March, in *American*, *Collier's* and *Woman's Home Companion* and for displays in 11,000 independent stores, on "Operation Piggy Bank."

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CUSTOMER RELATIONS

Product-Use Training

Wins Friends for K & T

You can acquire a customer these days just by allowing a prospect to buy one of your machine tools. But you can win a lasting friend by helping him train green operators in the most efficient ways to use a \$5,000 to \$50,000 piece of capital equipment.

By Ralph W. Burk, Vice-President in Charge of Sales, Kearney & Trecker Corp. 65

MARKETS

Now They're Selling Books

In Hardware Stores and Nurseries

We refer you to the fabulous sales of *Sunset's* how-to-do-it books for people who like to build or grow things around their homes. These books are priced, packaged and distributed as tools. They stimulate workshop and garden sales.

By George Pfeiffer III, Manager, Book Division, Lane Publishing Co. 81

Retail Sales Trends

Chart indicates sales in February will be down 4% from February last year. This year's February sales are estimated at \$10.7 billion. 102

MARKET DEVELOPMENT

County Agent: Why He's a

Good Man for You to Know

If your product is used on the land or by the farmer's family, the county agent can be a key man in your sales effort. He's a semi-public employe, alert to new products and practices. But first you must learn the rules governing his relationships.

By T. K. Wolfe, Director of Distribution, Southern States Cooperative 70

MERCHANDISING

Adventures in Shopping: No. 15

Why are sales lagging? . . . The appliance salesmen in the stores of one large metropolitan city were found to be only 33% efficient as measured on nine simple fundamentals of selling. . . Here's what happens when customers are interested in: Du Mont, General Electric, Hoffman, Magnavox, Packard-Bell, RCA Victor, Serenader or Zenith TV sets; Hamilton Beach mixers; Blue Bell play and work togs. . . 34

DEALER RELATIONS

Why Kushins' Dealer Policy Is:

"Help Before You Ask for the Order"

It means assistance on all of the retailer's problems, not just on Kushins' shoes. It's been the foundation stone of a West Coast business that was just a glimmer in the eye, and some one else's defunct shoe factory in 1945.

By Elsa Gidlow 50

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Washington's Quiz Kid:

SCOOP, the Electro Brain

It gobbles up an astounding array of statistics and computes them into useful data. Will the Government's newest wonder child revolutionize the handling of marketing data?

By Jerome Shoenfeld, Washington Editor 30

SALES AIDS

Pure Oil Shows 'em How

To Sell Through Sight . . .

. . . and with charts and easels, proves to its own staff that sales tools are better producers than a gift of gab. 76

SALES TRAINING

How to Put Ring of Authenticity

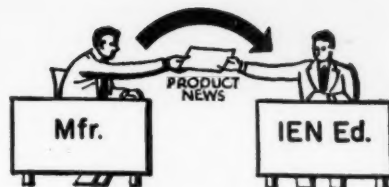
Into Your Retail Training

The Silversmiths Guild recorded actual over-the-counter sales situations, analyzed factors which make or break sales, and then played back the principles of successful selling in manual and oral form. Salespeople know all about eaves-dropping.

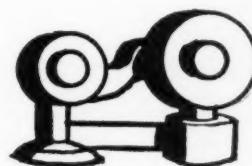
By Etna M. Kelley 31

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The editor of IEN has a tremendous advantage over editors who are obliged to sit behind a desk and wonder what to publish this month. Reason is that IEN's product news content is timed by manufacturers who release product news only when they know interest is at a peak. The editor publishes nothing but product news and information, and product news is always timely.



Know what a man responsible for production wants to know when he reads about a new product? We'll tell you: 1. What is it? 2. How does it work? 3. How much will it do? 4. What is it made of? 5. What are its weight and dimensions? 6. What does it cost? IEN attempts to answer all these questions for every product it describes. That's why Industrial Equipment News continues to lead the field of publishing it originated in 1933.



Thomas Publishing Company
461 Eighth Avenue, New York 1, N. Y.

REPRESENTATIVES—ATLANTA • BOSTON • CHICAGO
CLEVELAND • DETROIT • INDIANAPOLIS
LOS ANGELES • PHILADELPHIA • PITTSBURGH

Unquestioned QUAD-CITY Lineage Leaders!

Davenport, Iowa; Rock Island, Moline, East Moline, Illinois



DAVENPORT NEWSPAPERS — 26,852,154



NEWSPAPER A — 12,426,736



NEWSPAPER B — 11,107,838

1951 FIGURES

Use the Davenport Newspapers

● THE ONLY QUAD-CITY NEWSPAPERS
WITH RUN-OF-PRESS COLOR* AND
COLOR COMICS* — FURTHER PROOF
OF UNQUESTIONED LEADERSHIP!

● ONLY THESE NEWSPAPERS PROVIDE
HOME-DELIVERED CIRCULATION
THROUGHOUT THE QUAD-CITIES!

*Available for the
past ten years.

The Only
Quad-City



Newspapers

The New
MORNING DEMOCRAT

The Evening
DAILY TIMES

The Sunday DEMOCRAT & TIMES
HEADQUARTERS: DAVENPORT, IOWA

Serving the Quad-Cities of Davenport, Iowa; Rock Island, Moline, East Moline, Illinois
Represented Nationally by JANN & KELLEY, INC.



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. Lexington 2-17

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ASSOC. MANAGING EDITOR.....John H. Caldwell
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READERS' SERVICE BUREAU.....H. M. Howa
LIBRARIAN.....Mary Lou Mar

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Dunsby, Wm. McClenaghan, John
Hartman.
CHICAGO 1, ILL. (333 N. Michigan Avenue
State 2-1266): C. E. Lovejoy, Jr., W.
Carmichael.
SANTA BARBARA, CALIF. (15 East de
Guerra, P. O. Box 419, Santa Barba
6405): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwa
SUBSCRIPTION MANAGER.....C. V. K
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT
editorial and production offices: The Essex, 11
and Filbert, Philadelphia 7, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond
GENERAL MANAGER.....Philip Salish
ASS'T. GENERAL MANAGER.....John W. Hart
TREASURER.....Edward Lyman
VICE PRESIDENTS.....C. E. Lovejoy,
Merril V. Reed, W. E. Dunsby, R. E. Smallwa

SALES MANAGEMENT, with which is incor
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and twentieth. Affiliated with Bill Brothers Publica
Corp. Publication (printing) offices, 34 No
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matter May 27, 1942 at the Post Office, Ea
Stroudsburg, Pa., under the act of March 3, 1879.
Copyright February 1, 1952 by Sales Manag
ment, Inc.

Member



February 1, 1952

Volume 68

BBDO Newsletter

- 1 Lombardo Tours
- 2 Know Koppers
- 3 Slick Chick
- 4 Fast Worker



“Your Hit Parade,” starring Guy Lombardo and his Royal Canadians (Thursday, NBC), takes to the road this month for Lucky Strike cigarettes. For the next several weeks it will bring to armed-forces installations the top tunes, as determined by Your Hit Parade Survey, plus selected extras. Each broadcast will feature a different vocalist as “Your Lucky Star of the Week.”

To make important people more familiar with Koppers Company and what it does, this four-color magazine series has appeared without interruption since 1941. Each ad mentions a number of products and activities, running the gamut from piston rings to the building of complete steel plants. Prepared by BBDO Pittsburgh, the ads have pulled many product inquiries from *Time* and *Newsweek* readers.



The little Bon Ami chick now spreads its wings as a salesman in this lighthearted comic-supplement campaign for Bon Ami Cleanser. Stepping from the package and speaking in rhyme, the versatile chick is showing homemakers how to get rid of dirt and grime with Bon Ami, the fast grit-free cleanser that polishes as it cleans. Ads will run in major cities.



Minute TV spots have helped make Clark Bars a leading favorite among chocolate-coated candy bars. Currently, Clark spots are built around old-time movies that “break” conveniently—long enough for Sid Stone, television’s famous street-corner pitchman, to do a fast selling job on Clark’s “Center of Attraction.” Most spots are scheduled among favorite children’s shows.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT

FEBRUARY 1, 1952

Mom, let's buy some



styrene copolymer pipe. It's readily cementable, using ketones

CHANCES are that Mom will never get a requisition like that. While we recognize her role as an important purchasing agent for the home, we don't believe that she receives many family requests for plastic pipe. Mom, in common with most readers of non-technical publications, doesn't know a copolymer from a hole in the ground—and wouldn't give a ketone if she did. Yet she is frequently exposed to advertisements which contain such words.

There's a place for technical terms—and that place is in the business press, where you pay only for prospects who understand them. There is a group of business papers for every advertiser,

where his wares or services can be marketed economically to a pre-selected audience of valid prospects.

Business papers reach customers when they're mentally ready to be informed, when they have business on their minds, when they're asking to be sold, when they're properly conditioned by the surrounding material, edited for its specific, selected audience.

If you're advertising to develop new markets or to hold old ones, pinpoint your audience in the business press. Ask your agency for recommendations about publications which reach your logical markets—or write to National Business Publications, Inc., for suggestions.



NATIONAL BUSINESS PUBLICATIONS, INC.

1001 FIFTEENTH ST., N. W. • WASHINGTON 5, D. C. • STerling 7535

The national association of publishers of 129 trade, technical, scientific and professional magazines, having a combined circulation of 2,956,066 ... audited by ABC and CCA ... serving and promoting the business press of America ... bringing thousands of

pages of specialized know-how and 139,298 pages of advertising to men who make decisions in the trades, sciences, industries and professions ... pinpointing your audience in the market of your choice. Write for complete list of NBP publications.

Kid stuff is their big business

Kid stuff is big business to Tam O'Shanter, Inc., manufacturers of children's apparel.

Tam O'Shanter knows, from actual sales, that its best advertising results—actual dollar business per dollar spent—come from The New York Times Magazine.

First Tam O'Shanter advertising in The New York Times Magazine was a 90-line ad in August 1949. Two New York department stores were mentioned—and they were swamped with orders.

What's more, retailers all over the U.S. recognized the value of this advertising in The Times. They got into the act by giving Tam O'Shanter some healthy orders.

Since then, Tam O'Shanter has advertised regularly in The New York Times Magazine. Their 1951 fall and winter campaign of three-fifths pages in black and white and color appeared every week from August to December.

And the 1952 Tam O'Shanter schedule in The Times is the biggest yet.

This kind of advertising success in The New York Times isn't news to Times advertisers. Many get the same kind of results. If you're not already putting The New York Times to work for you, get all the facts—now. Find out why advertisers have made The Times first in advertising in the world's most rewarding market for 33 years.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO

The Human Side

Bird Talk

Plugging along at your daily routine, you never know when you may blunder into a new business.

Twenty-odd years ago a Chicago advertising man landed a bird-seed account, and got an idea—a radio program of singing canaries with organ music. Its still going over Mutual, coast-to-coast. Like other radio stars, these canaries take time out in summer—that's their molting season.

Now the canaries that fetch the best prices are those with college degrees. They are kept with fine warblers while learning, and are often sent back to college for refresher courses. There is a world of difference between musically educated canaries and those who just grow up bursting with their native wood notes wild.

For this kind of education there must be a faculty of fine warblers, which not all pet shops can maintain. So Arthur Barnett got another idea—making phonograph records of his radio warblers for bird owners. Victor made an album for him with three discs, for which he developed a market through pet shops. Bird owners play them for their birds, and pet shops and breeders use them to give young birds a good musical atmosphere.

Barnett got to be a bird lover while selling bird-seed. Somebody gave him a parakeet. It was silent, but a good listener. One night



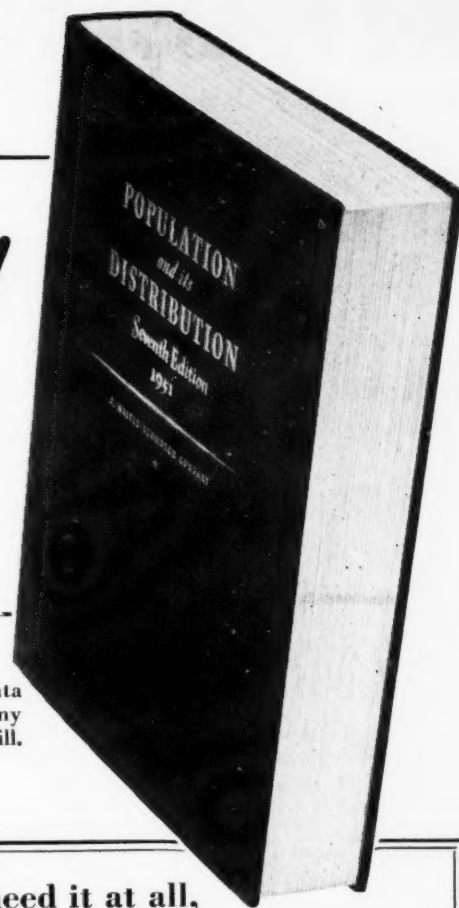
NICE, REFINED BIRD TALK . . . that's what you'll get if you teach your feathered friend the Barnett way. Not a cuss in a carload of parakeets.

SALES MANAGEMENT

It tells you where the money *IS!*

OFFICIAL FACTS, NOT ESTIMATES,
*give you the greatest
market changes in U. S. history!*

New 1951 Edition provides latest U. S. Census data
revealingly arranged by the J. Walter Thompson Company
... published by McGraw-Hill.



From the raw material in the thirty-odd volumes by the U. S. Bureaus of the Census, the J. Walter Thompson Company has fashioned this indispensable tool for men who are responsible for selling effort of any sort.

This book, **POPULATION AND ITS DISTRIBUTION**, is nothing less than a tool—an instrument for taking the financial pulse of sales possibilities in the Nation, its States, cities and counties. This is the Seventh Edition—a complete revision—unique in its field.

The figures in **POPULATION AND ITS DISTRIBUTION**, *Seventh Edition*, are complete. They come from the official Census of 1950 and reflect the greatest shift in population and sales in the history of our country.

More accurate classification of markets

Market areas include one or more central cities and the areas dominated by these cities. This new designation of market areas has proved far more accurate and useful than the traditional method of classifying arbitrarily by city size.

Plus *complete* facts on all markets, the book has detailed maps and data for every county in every state. Listed alphabetically for quick reference are complete population figures for all towns over 1,000 population. A large 4-color map shows where the markets are by population and retail volume.

SEND NO MONEY

Just 3,000 copies are being printed— $\frac{1}{3}$ of which are already taken. Each book is handsomely, durably bound in library linen to give years of useful service.

To assure getting your copy, we urge you to mail the accompanying coupon at once! We will mail a copy to you—*prepaid for examination*—to study at your leisure. You may keep it for 5 days. Use it. Test it. *Then* decide if you wish to own it.

If the volume fails in any way to live up to your expectations, tell us why, return the book and you owe us nothing. If—as we believe it will—it fills a need in your business, remit \$15, and the book—with all its possibilities for the increase in *your* sales—is yours to make the most of.

If you need it at all, it's INDISPENSABLE

Executives who can't afford to be without this book:

Sales Managers—To determine sales quotas

Manufacturers—To plot the number, location and characteristics of the ultimate consumer

Publication, Radio, TV Executives—To relate coverage to markets more accurately

Department and Chain Stores—To estimate the buying power of areas considered for branches

Advertising Managers—To help plan advertising

Trade Associations—To help their members to a better marketing job

Market Researchers—To measure market characteristics

Management Engineers—To evaluate market possibilities for client concerns and new products

Space Buyers—To make better selection of media

Media Researchers—To measure advertising expenditures against sales or sales potentials

Economists—To provide marketing and sales data

MAKE SURE OF YOUR COPY—WRITE AT ONCE

J. WALTER THOMPSON COMPANY, DEPARTMENT 402
420 Lexington Ave., New York 17, New York.

Gentlemen: Send me the *Seventh Edition* of **POPULATION AND ITS DISTRIBUTION**, postpaid, for free examination. I will either remit \$15 payment in full or return the volume, with my reasons for returning it, within 5 days.

Name _____

Address _____

City _____ State _____

102 PERSONS WILL NOT BE ALIVE-



to read this tomorrow!

In just 53 years, the automobile has taken as many lives as all of our wars have in 177. The grim highway toll now averages 102 a day!

To reduce this appalling death rate, Police Chiefs of some three thousand communities have eagerly adopted the free Kemper-Thomas Safety Campaign, a campaign made possible by the wholehearted co-operation of twelve thousand public-spirited business leaders throughout the nation.

YOU MAY BE INTERESTED to learn how this same successful plan can help you combat careless driving in *your* community. It begins when a Kemper-Thomas representative secures the agreement of several business leaders (usually four) to sponsor the Kemper-Thomas Safety Calendar as an excellent form of unselfish advertising.

The completed calendars, bearing the sponsors' messages and the dramatic painting shown above, are then presented to the Chief of Police, who posts them throughout his area according to a carefully worked out plan of distribution.

SIMPLE? OF COURSE. But proof of its effectiveness is shown by the fact that the Kemper-Thomas Safety Calendar, now in its nineteenth year, has become the most widely distributed calendar in the world. Without the unrelenting efforts of the three thousand Police Chiefs and the twelve thousand businessmen who have co-operated in this safety program, *the automobile death toll could be a million more.*

If you are presently sponsoring the Kemper-Thomas Safety Campaign, your Kemper-Thomas representative will call on you soon to work out next year's campaign.

BUT IF YOU ARE not now a sponsor, or if you are the Chief of Police in an unsponsored community, we urge you to join in this great effort to promote safer driving. Address a card to W. R. King, Safety Director, today. He'll send you full details without obligation.

KEMPER-THOMAS

Advertising that Lives CINCINNATI 12, OHIO
OFFICES IN ALL PRINCIPAL CITIES

when drinks were served it suddenly voiced a hearty "Bottoms up!" The family got interested in teaching it more phrases.

Then Barnett heard about a Chicago parakeet named "Peter" that had been taught a vocabulary of 600 words. He interviewed Peter through his teacher, making a record, and on the other side dictated instructions for giving parakeets and parrots lessons—what time of day, how often, how long it usually takes, and phrases that have been successfully used in teaching.

Peter not only has a good vocabulary, but speaks as clearly as a young child. Other birds listen intently to this record by one of their own species, and pick up phrases. And of course, no gob or leatherneck language.

This language record for the parrot tribe has made a bigger market than Barnett anticipated, and faster, for he says that parakeets are becoming number one bird pets, for their color, and cuteness, and chumminess. They are good at tricks, too.

Fish and Beer

... everyone knows they go together. But one wise brewer decided six years ago to make the fish sell his beer. The brewer is Louis A. Wehle, chairman of the board, Genesee Brewing Co. Ever hear of a beer brewer running a fishing contest? Now you have. For Genesee's contest offers New York fishermen a chance to compete for \$5,135-worth of prize money. For the three largest fish of 12 different species, monthly prizes of \$20, \$15 and \$10 will be awarded. And there are grand prizes of \$60, \$35 and \$25 to the rod and reel guys who haul in the three largest fish of each species during the entire contest. Checks to winners are shaped like—a fish!

This is, if you'll pardon the metaphor, a whale of a contest. It's been gathering momentum since Mr. Wehle began it back in '46. In the fall of '49, Mr. W. had about decided that his contest had reached its peak. The number of entries were higher than ever before. . . . Requests for copies of the Fishing Guide (given to every contestant) numbered 250,000! "It seemed," says Lou Wehle, "that every angler in the state was out to capture part of the prize money."

But when the 1950 contest was tallied chairman Wehle caught his breath. By gosh, 300,000 eager anglers had bitten his hook. This year he expects 350,000.

What do you have to do to get into the contest? Well, the one thing you *don't* have to do is buy Genesee beer, send in any bottle caps or a reasonable facsimile of Mr. Wehle's profile. He's firm on his stand that if the contest sells any beer it will be because people who like to fish and are given an opportunity to get money for doing it are going to feel mighty kindly toward the people who made it possible. Other than sending a photograph of his prize fish, all any contestant has to do is to fill in an entry blank which gives detailed measurements and description of the catch, have two witnesses to the weighing sign, tell Genesee what kind of line and rod did the job and what the weather conditions were.

This Fishing Guide which Genesee hands out to contestants is a veritable mine of information: Results of last year's contest (giving contestants an idea of what they're casting against) are tabulated and in case any contestant finds fishing an alien pursuit, there's information on how to identify fish which look alike. Then there's information which is designed to help anglers select the best places to fish and the proper equipment to use. A series of tables give details on when and where to fish, lures to use; a map of the state shows where over 200 prize winners were taken last year! With all that information Genesee thinks the average fisherman can go off on his own—and come back with something for the skillet if not the contest.

P.S. May is the best month in the year for landing Walleyed Pike.



WEALTHY?.. NO... WISE!

You can fly Capital Airlines today at even lower fares than you could 10 or 20 years ago.



Yes, the dollar you spend for air travel takes you a lot farther today
and with greater speed, comfort and dependability.

Over 500 Flights Daily Between 75 Major Cities.

Capital

AIRLINES

Girard Perregaux, Official Watch

For reservations, call your travel agent or...

FEBRUARY 1, 1952

How Far Will



Will It Reach?...

The influence of CHILTON Publications penetrates deeply into nine industries, businesses and professions: Metal Working, Hardware, Department Stores, Shoes, Optical and Optometry, Jewelry, Automotive, Insurance and Distribution.

It is channeled to these sources through circulation totaling 315,952—which indicates a conservatively estimated readership of over 1¼ million.

And this circulation is as carefully placed as the dressmaker's material—where it is most needed, and where it will do the most good.

Strict control is exercised over all CHILTON Publication circulation, whether paid or selective, or both. The result is a minimum of waste and a maximum of reader interest, as evidenced by high subscription renewal and verification percentages.

**CHILTON
COMPANY**
(INCORPORATED)

NBP

Chestnut and 56th Streets
Philadelphia 39, Pa.

100 East 42nd Street
New York 17, N. Y.

THE IRON AGE • HARDWARE AGE • HARDWARE WORLD • DEPARTMENT
STORE ECONOMIST • BOOT AND SHOE RECORDER • THE OPTICAL
JOURNAL AND REVIEW OF OPTOMETRY • THE JEWELERS' CIRCULAR-
KEYSTONE • AUTOMOTIVE INDUSTRIES • MOTOR AGE • COMMERCIAL
CAR JOURNAL • THE SPECTATOR • DISTRIBUTION AGE

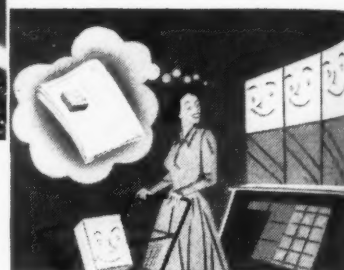
Remember your

How to make your salesmen love your advertising

SHOW THEM THIS STIMULATING NEW FILM



A DRAMATIC 30-minute slide show in full color . . . at work in the grocery field, adaptable to others. Sells your ads to the men who sell your goods



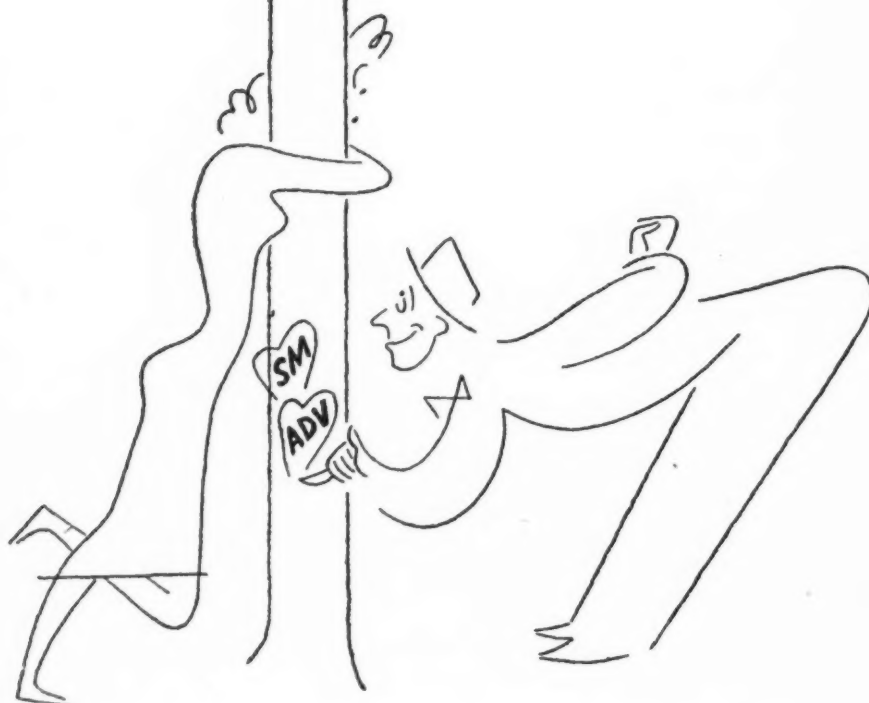
SETS them afire . . . Impresses jobber, distributor, wholesaler salesmen, and your own district men with the power of your newspaper campaign



OPENS their eyes . . . Shows salesmen how advertising helps them move your products, how they can squeeze every ounce of sell out of your ads



GETS them into the act . . . Helps you get better display, local ad support, more sales. We will arrange showings at national or district sales meetings at no cost to you. Write or phone Bureau of Advertising, ANPA, 570 Lexington Ave., New York 22



"REALLY GREAT!" say leading manufacturers after more than 100 local showings in recent weeks . . . "We could talk this story till the cows come home, but it wouldn't have the same effect." . . . "Drives home what we've been stressing for years." . . . "Concise, effective; makes salesmen understand." . . . "One of the best we've ever seen."

Sponsored by The Commercial-Appeal and Memphis Press-Scimitar in the interests of fuller understanding of newspapers

COMMENT

Freedom to Sell

It's so commonplace in this country that we're self-conscious in talking about it among ourselves. But the teams of American sales executives who've paid their own expenses and gone to Europe (at the invitation of European businessmen) to talk about how Americans sell to Americans have made quite a point about the freedom to sell.

Now along comes that old friend, the Sears, Roebuck catalog (Spring and Summer edition), with the same idea, but couched in typical, easy-to-understand American words. We think they bear repeating:

"Soon you'll be deciding where and what you want to buy. . . .

"It sounds simple enough, that little sentence above. But elsewhere on this globe of ours it isn't simple at all; isn't possible, in fact, in many lands.

"Here we are with a new catalog made the way we at Sears thought it should be, offering goods we felt you might like to see. There you are, free to select from this catalog or not, as you yourself decide.

"We hope it will merit your approval; that we will be favored with your business. But, in any event, both you and we have cause to rejoice in the fact that you can buy wherever you wish in the traditional American way."

Field Fresheners for the Swivel-Chaired

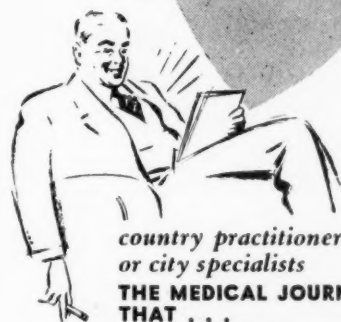
Subscriber R. K. White, assistant general sales manager of the Crosley Division of Avco Manufacturing Corp., sends us a resounding huzza for a little piece in The Human Side department of our November 20 issue, telling of the "sabbatical" taken by Gregory V. Drumm, advertising manager of Gibson Refrigerator Co., who advises other advertising managers to do as he did—and get out in the field every so often for a personal refresher course in selling.

Our friend White would carry the advice a step further, to include "ivory tower" sales managers. "They should spend at least one month out of every year working shoulder to shoulder with the boys who perform the most important operation in any business, i.e., extracting the cash from the pockets of ultimate consumers of goods and services.

"Too bad more of the 'know-how' boys have never experienced the sobering personal realization that 'if I don't make this sale I don't eat tomorrow.' What a profound metamorphosis would be seen in advertising if all ad men had been through a lot of 'don't sell, don't eat' experiences.

"Some day maybe we will see the perfect advertisement, which would be one that a salesman might repeat verbatim and would turn out to be a true escalator up the hill of 'Sales Close.'"

*first in the Hearts
of Medical Men*



country practitioners
or city specialists
**THE MEDICAL JOURNALS
THAT . . .**

REPORT the
LOCAL
NEWS

VOICE THE
DOCTOR'S OWN
VIEWS

Tell your sales story to physicians in the eagerly-read, every-member

STATE MEDICAL JOURNALS

34 State Medical Journals covering 39 states. One contract, one invoice for all. Cut the campaign to suit your cloth . . . Use our Space Budgets—

READY NOW!

ALABAMA, Journal of Med. Assn. of
ARIZONA Medicine
ARKANSAS Med. Society, Journal of
CONNECTICUT State Med. Journal
DELAWARE Med. Journal
DISTRICT OF COLUMBIA, Med. Annals of
FLORIDA, Med. Assn. Journal of
GEORGIA, Journal of Med. Assn. of
HAWAII Med. Journal
INDIANA, State Med. Assn. Journal of
IOWA, State Med. Journal of
KANSAS, Med. Soc. Journal of
KENTUCKY Med. Journal
MAINE Med. Assn., Journal of
MARYLAND Med. Journal
MICHIGAN State Med. Soc. Journal of
MINNESOTA Medicine
MISSOURI State Med. Assn., Journal of
NEBRASKA State Med. Journal
NEW ENGLAND Journal of Med. (Mass., New Hamp.)
NEW JERSEY, Journal of Med. Soc. of
NEW ORLEANS Med. and Surgical Journal
NORTH CAROLINA Med. Journal
OHIO State Med. Journal
OKLAHOMA State Med. Assn., Journal of
PENNSYLVANIA Med. Journal
ROCKY MOUNTAIN Med. Jour. (Colo., Utah, Wyo.,
New Mex., Mont.)
SOUTH CAROLINA Med. Assn., Journal of
SOUTH DAKOTA Journal of Med.
TENNESSEE State Med. Assn., Journal of
TEXAS State Journal of Med.
VIRGINIA Med. Monthly
WEST VIRGINIA Med. Journal
WISCONSIN Med. Journal

**STATE JOURNAL
ADVERTISING BUREAU**
of the American Medical Association

535 N. Dearborn Street
Chicago 10, Illinois



How a sales manager can double his effectiveness

And strengthen a depleted sales force

The more time you spend digging for the *facts* you need to direct your sales program, the less time you can devote to the creative end of your job.

With this basic principle clearly in mind, Remington Rand has prepared a 30-minute full-color film, "*Dynamic Sales Management*,"* which shows proved methods that keep sales managers in full control of their men, their markets, and their programs, even in today's changing times. The film shows time-saving ways to get the *current* fact-power you need to control effectively all phases of your sales activities.

Be sure you see "*Dynamic Sales Management*" when it's shown at your local Sales Executives Club. It's interesting . . . it's amusing . . . it talks your language . . . it will give you helpful ideas. To arrange for individual or group showing, use the coupon at left, below, today.

Meanwhile, for a booklet which shows in clear detail how to apply productive, timely sales *control* to your present system, mail the coupon at right, below, today.

Remington Rand

***Dedicated to the National Sales Executives**

**Management Controls Reference Library
Room 1687, 315 Fourth Ave., New York 10**

Please tell me how I can get a free showing of "*Dynamic Sales Management*"

Name _____
Firm _____
Address _____
City _____ Zone _____ State _____

**Management Controls Reference Library
Room 1687, 315 Fourth Ave., New York 10**

Yes, I'd like to have a copy of your Sales Control Booklet KD-524

Name _____
Firm _____
Address _____
City _____ Zone _____ State _____

We don't quite agree with Mr. White that the "perfect advertisement" could be built along such lines because even though a sales talk may be "canned" to a considerable extent, the good salesman will vary it to suit the interests and needs of the individual prospect, but an advertisement has to be designed to fit the largest possible number of readers or listeners and no one can go along with it to make modifications. Nevertheless there can be—and we think should be—a closer alignment between what the advertisement says and what comes naturally to the salesman.

The average salesman would be terribly embarrassed if he had to read aloud to his prospects the advertising copy which is prepared as a sales aid.

Memo to Industrial Sales Chiefs

If you are an industrial sales executive, we urge you to give more than casual attention to the article on page 24, "Are Your Salesmen Sold on Your Advertising?"

This article deals with what salesmen of national advertisers (largely of consumer products) think of their companies' consumer advertising. Eighty-eight percent of the salesmen polled in this survey by the Merchandising the Advertising Committee of the Association of National Advertisers say their consumer advertising is "very important" to them.

We call your attention to this survey and its implications because we would like to see more industrial companies—and industrial advertisers as a group—look into this matter of advertising support for their own salesmen. A Behr-Manning advertisement in *American Machinist* is aimed just as directly at a consumer as is a Wheaties ad in *The American Weekly*. And we think that industrial sales executives, their advertising managers and their agencies should be just as much concerned about their salesmen's interest in advertising.

The consumer products manufacturer who sells nationally and advertises in media which circulate nationwide is quite aware of the values in demonstrating to his salesmen that "national" advertising is local and that specific numbers of readers are local shoppers within a salesman's own territory.

Once they talked about gross circulations and millions of impressions. That approach quite naturally left the salesmen in Seattle unimpressed. What he wanted to know is how many subscribers are in his territory. Those figures are available from consumer media—and they're available from business paper media, too. We'd like to suggest that more industrial advertisers make use of them.

Do We Want to Stop Inflation?

On the contrary, writes John Harriman in the January *Atlantic*, "we all want inflation." Businessmen, politicians, and workers are busily pointing an accusing finger at each other. Mr. Harriman reminds each group of some unpleasant facts. Says he:

"The reason we have not been able to check inflation in this country is that we do not want to check it. We do not, of course, admit this. On the contrary, we speak most piously and fervently of the need for maintaining a sound dollar. But this is only lip service. Actually almost everyone enjoys the illusion of prosperity which inflation always creates in its early stages. The country wants inflation today, and any economic policy which would really stop our slowly rising wage and price level would incur the strongest sort of opposition from the various groups of vested interests."



IN THESE THREE BELL-RINGING MARKETS

Yes—here are three markets where cash registers ring a merry tune when folks see good products advertised in these fine home-town newspapers. What's more — there's no influence from the outside . . . these are separate SECONDARIES. Try us, you'll get results!

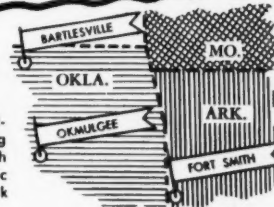
FORT SMITH ARKANSAS

There are nearly a HALF MILLION people in the Fort Smith market composed of 10 Western Arkansas counties and 4 East-Central Oklahoma counties. Circulation from the OUTSIDE is nil — our papers, published morning, evening and Sunday, work from the inside and penetrate the entire area. 35048 ABC

**Southwest American
FORT SMITH TIMES RECORD
Southwest Times Record**

BUY IN A PACKAGE

Many national advertisers are having great success with our 3-way "Comic Section" buy. Ask our Rep.



BARTLESVILLE OKLAHOMA

The Bartlesville Trading Zone is composed of nearly 200,000 people. Effective family buying income is greatest of all Oklahoma secondary markets. 8809 ABC

**Bartlesville
EXAMINER-ENTERPRISE**

OKMULGEE OKLAHOMA

The Okmulgee Trade Area is composed of over 250,000 people. Industry, oil and agriculture go to make up a market of folks who spend money. 7008 ABC

**Okmulgee
***DAILY-TIMES**

Owned & Operated by
SOUTHWESTERN PUBLISHING CO.

Don W. Reynolds, Pres.

Represented Nationally by

ARKANSAS DAILIES

SOUTHWEST DAILIES

SUGAR KAYOS RANDY

Story on Page 82

☐ To cash customers, fans, curbstone experts, the TV and radio audiences, the big fight is an exciting event. To The News sports staff, it is another assignment, to be carefully planned and covered, usually under pressure in the final stage. And it may be a sustained neckpain to the man on the story.



☐ Last summer Sugar Ray Robinson, world's middleweight champion, took the grand tour to Europe. In France he vanquished challengers, gave exhibitions, donated gate receipts to charity, received almost-Eisenhower ovations. Enthusiasts of *le boxe* exclaimed over his grace, speed, footwork, underwear and what he ate for breakfast.

However in London on July 10, a stolid young Englishman named Randy Turpin slapped Mr. Robinson around for fifteen rounds. A return match over here was shortly arranged.

Thereafter the Robinson-Turpin fight became the more or less personal property of Gene Ward of The News sports staff, who assiduously garnered gossip, rumors, and sometimes news of the contenders. He kept in touch with officials of the International Boxing Club, sponsor of the event. He covered Robinson's return and City Hall reception on August 2. He braved the misty dawn of August 20, to meet the Queen Mary with Turpin and entourage of brothers, trainers and British journalists. He visited the training camps of both.

☐ The date of the fight was September 12. A week before, the following schedule had been worked out:

Gene Ward—main story, ringside account, round up
Joe Trimble—Robinson's dressing room, incidentals
Dana Mozley—Turpin's dressing room, incidentals
Jimmy Powers—column from ringside
Charley Hoerter—supervising story in the office
George Schmidt, picture chief, assigned Walter Kelleher, Seymour Wally, Fred Morgan for ringside pictures, Tom Watson to take celebrities.

With two telegraphers, three copyboys to collect negatives, and three motorcycle couriers, The News working press quota was a dozen tickets.

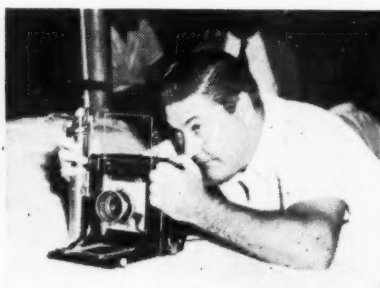
The day before, electricians installed special ringside speedlights for News cameramen.

☐ On F-Day, at 11:00 am, Ward went to the Athletic Commission offices to cover the weigh-ins which occurred at 12:05; and interviewed the fighters and officials. Cameramen Clarity and Gallagher took pictures.

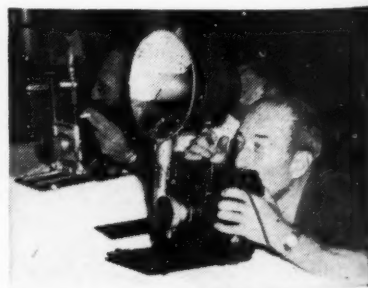
At 1:30, Ward visited International Boxing Club offices at the Garden, checked ticket sales, estimated attendance, weather, etc.



Morgan at ringside



Kelleher at ringside



Wally at ringside

At 2:30, back in The News office, he phoned managers, trainers, Garden box office for last details; and at 4:00 began to write the story for the First and Second editions. At 7:00, he went out for a quick dinner.

Mozley did a story on several hundred fans who had journeyed to Philadelphia to see the fight on TV—and found the theatres had been sold out for two days. The AP reported from Washington that the British Ambassador was rooting for Randy!

☐ Shortly after 7:30 Ward was at the Polo Grounds, talked with officials. Cameramen, telegraphers and Jimmy Powers were on hand before 8:00, when Jimmy Kronthal, telegrapher, opened the wire to The News office, connected with Eddie Shaw. Ward sent a two paragraph insert for the Second edition, covered the preliminary bouts, chatted with officials and sportswriters. (*The press had 400 representatives, occupied seven rows.*) Trimble and Mozley circulated around. Watson snapped arriving VIPs.

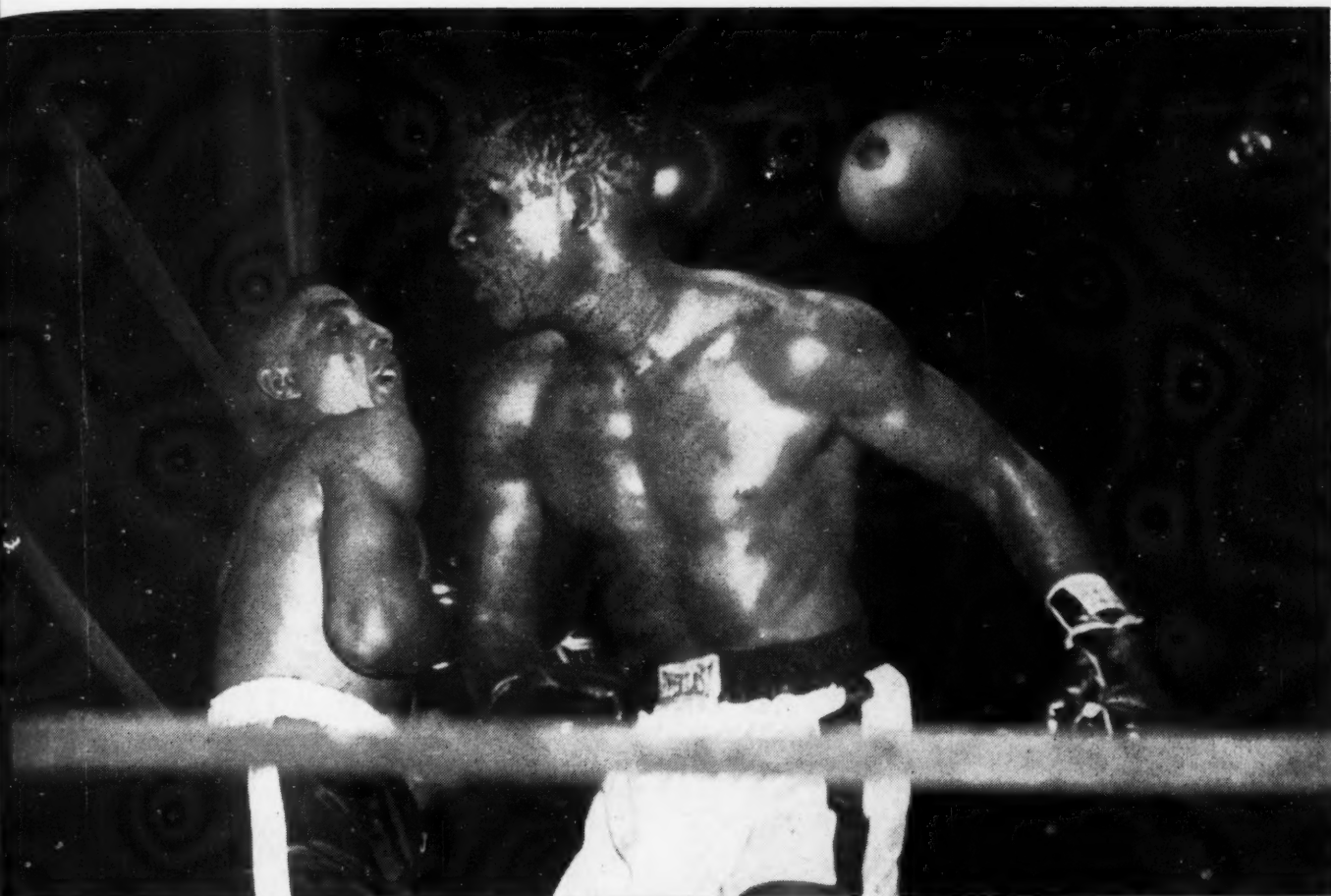
☐ Back in the office, Hoerter wrote emergency headlines, to cover every possible ending of the fight. These were set in type, ready for the form when the final decision was flashed from ringside.



Ward at ringside as prelims start. Jimmy Powers, News sports editor, light jacket, in background

☐ The office had a rush night. The News' own 17th Annual Harvest Moon Ball at the Garden tied up a lot of cameramen ... Harry Gross, missing big shot gambler, had suddenly turned up in Atlantic City. Washington and foreign cable stories were heavy.

☐ At 10:00 pm, Ward alerted the office. The open wire in Sports was moved to the composing room. Lester Rose manned a typewriter next to Shaw, to put down the running story. Copy boys stood by to rush takes to the linotypes.



¶ As the fighters entered the ring, Ward gave brief descriptions, named officials . . . and at the bell, started to dictate the blow by blow account. As his story came in on the wire, it was set in two sizes of type—the larger for the back page of the second edition, the smaller for the inside page story in later editions.

News cameramen shot from three sides of the ring. Motorcycle couriers left with negatives every other round.

At 10:52, in the tenth round, Ward flashed "Robinson by tko." The second edition, replated, was on the street with fight results at 11:14.



In composing room, Shaw receives and Rose edits telegraphed ringside story

¶ As the Polo Grounds emptied, Ward began his main story, superseding earlier accounts. Jimmy Powers assembled his notes, dictated his new column. Trimble and Mozley had their stories wired in.

¶ Bill Quinn, motorcycle courier, bucked the crowd with the last negatives, rode them to the office. Bob Selig, night studio manager, rushed through prints of the last batch in twelve minutes. Jim Crowley, night picture editor, made his

selections. The engraving department turned out halftones in twenty-seven minutes.

The third edition, with Ward's ringside account, main story, judges' scores, the new Powers column, Trimble and Mozley yarns, and Fred Morgan's knockdown picture on the back cover . . . went to press at 12:32.

¶ Ward's story and Powers' column went out to syndicate customers. The AP wired the knockdown picture to outside clients. Reuters radioed several pictures to British papers.

¶ Gene Ward left the Polo Grounds at 12:50 am, finishing a fourteen hour day.

¶ Question: What has fight reporting to do with an advertising medium? Answer: It helps.

The Robinson-Turpin fight was one reason, on one day, why The News was bought and read by more people—than any other newspaper in this country. There are other reasons, every day. Fight, frolic, fire, foreign policy, more people prefer to learn about it in The News.

By-lines make buy lines. Action pictures act on sales. Advertising *works* harder in a well-read, well-liked, really wanted newspaper.

¶ And never forget that The News is a wanted newspaper. Two million people go to a newsstand or store, and buy it every morning! It sells more merchandise because it sells more people. And as an advertising medium, there is nothing—in print or otherwise—comparable with it! . . . To learn more about The News, call any office.

THE NEWS, New York's Picture Newspaper

220 East 42nd St., New York . . . Tribune Tower, Chicago
155 Montgomery St., San Francisco . . . 1127 Wilshire Blvd., Los Angeles

Here's the Philadelphia Daily Newspaper Story for 1951



MON

TUE

WED

THU

FRI

SAT

The Evening Bulletin

FIRST in Department Store Advertising
FIRST in Retail Advertising
FIRST in General Advertising
FIRST in Automotive Advertising
FIRST in Total Advertising

Here's the reason:

The Evening Bulletin is Philadelphia's most productive daily advertising medium because it goes home, stays home, is read by more families than read any other Philadelphia daily newspaper. Philadelphians believe in The Bulletin.

Here are the 1951 lineage figures:

	Evening Bulletin	Bulletin Lead
Department Store Advertising	6,350,000	1,700,000
Retail Advertising	14,550,000	3,130,000
General Advertising	3,580,000	1,000,000
Automotive Advertising	960,000	275,000
Total Advertising	24,700,000	2,350,000

Source: Media Records. Wine and Liquor advertising, which The Evening Bulletin does not accept, is excluded from General Advertising.

The Evening Bulletin

Advertising Offices:

Filbert and Juniper Streets
 Philadelphia 5, Pennsylvania
 285 Madison Avenue
 New York 17, New York

National Advertising Representatives:

Sawyer Ferguson Walker Company
 Chicago Detroit Atlanta
 San Francisco Los Angeles

IN PHILADELPHIA NEARLY EVERYBODY READS THE BULLETIN

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending February 1, 1952

WHEN TO CUT RED TAPE

Northwest Airlines, Inc., should be proud of the way two of its young men (Sorry I didn't get their names.) handled a milling crowd of disappointed passengers between 1 P.M. and 2 P.M. on Sunday, January 13, at its Idlewild check-in counter. I was going to Madison—and simply had to be there the following day because of a speaking engagement. Others had equally important reasons for having to be in Detroit, Milwaukee, the Twin Cities and points west, and were upset because the flight was canceled, as were all others heading west that day, because all airports in a half dozen Midwest states were closed down because of a blanket of fog.

The young men representing Northwest quickly and efficiently sorted out the people who wanted to go by rail—where and by what railroad. They telephoned the New York Central and Pennsylvania and made reservations for each passenger. . . . So far they were probably only following the "book"—the standard practice laid down by the airline.

But then it developed that most of the passengers were short of cash. A lady standing at my left was a buyer for the Boston Store in Milwaukee and had spent all but \$7; two Detroit businessmen at my other side were down to almost nothing; because I had a round-trip airline ticket I wasn't carrying much cash. So we all needed

folding money—and quick. According to Northwest's "book" there was no problem about immediate reimbursement to those who had paid cash for their tickets to Northwest, but those who had purchased through other airlines or on an air credit card or through a travel agency were in a pickle because instructions called for sending such tickets to the home office for redemption—which meant a delay of several days. Since it was Sunday, and during the lunch hour, the young men could not quickly find any superior who would resolve the difficulty.

"We're not allowed to redeem these tickets," one of them said to his associate, "but we've got to do something; we can't leave these people high and dry."

"You're right," said his associate. "We've got to make our own rules, and even if I get fired for it, I'm going to write out company checks which they can cash at the railroad station."

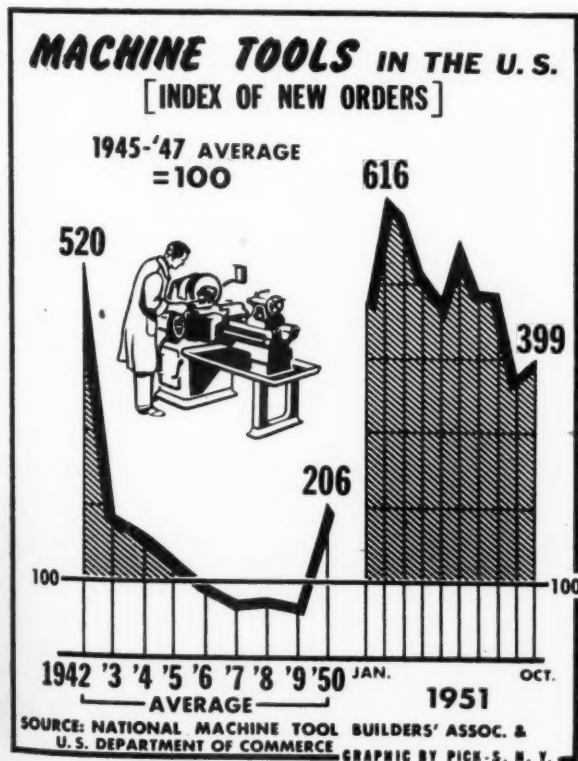
And that's what they did—and that's why everyone left Northwest's counter with a friendly feeling toward the line. They didn't let their passengers down even though weather conditions made it impossible for them to fulfill their contract—and much of the credit goes to two young men who dared to cut red tape in an emergency.

My feelings are mixed about the New York Central which brought me into Chicago in time to make a connection for Madison. They had an emergency too—for hundreds of would-be airline travelers suddenly demanded Pullman accommodations. They added many cars to the Commodore Vanderbilt, Twentieth Century and other famous trains, but the added cars were of the 1910-30 vintage. I was assigned to a lower 11, and I held it because I got there first; before the train pulled out of Grand Central it turned out that they had sold the same space to not just *one* other passenger—but to two. I held on to it on the ground that possession was nine points of the law but possibly it was a hollow victory because lower 11 was directly over the wheels, and the wheels on this ancient carriage were more square than round.

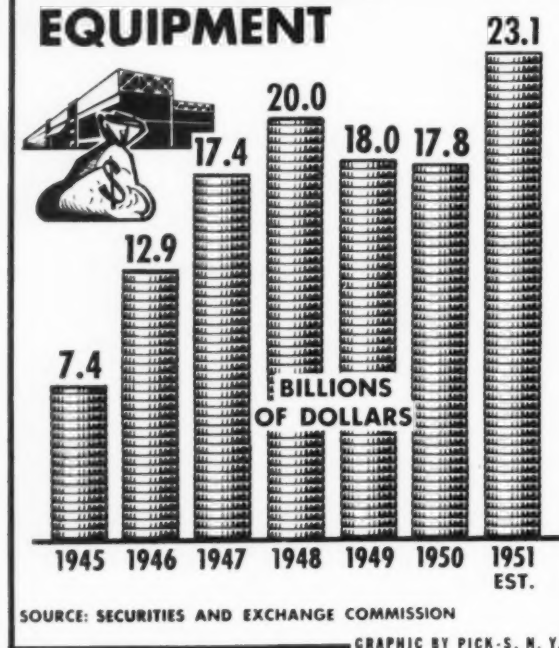
So my question is, did the New York Central people say to themselves, "We'll pay back these so-and-sos who give most of their patronage to the airlines and use us only in an emergency," or did they do their level best to solve an unexpected and difficult problem? . . . I'll give them the benefit of the doubt.

ARE SALES CLINICS HELPFUL?

Wonder if any of the sales clubs which put on clinics for salesmen have ever polled the attendants later, asking some such question as, "Do you feel that you are a better salesman as a result of the clinic you attended two weeks ago?" or, "Can you point to any greater sales success?"



EXPENDITURES BY U.S. BUSINESS FOR NEW PLANT & EQUIPMENT



Now used to produce guns, and butter; tomorrow the sales department will be asked to keep the expanded plant and labor force busy on peace time goods.

I got to thinking about that on January 14 out in Madison where the University of Wisconsin and the Madison Chamber of Commerce co-sponsored a day's meeting which had a turn-away crowd of 600 salesmen. It was only limited banquet facilities which held attendance to that figure.

Toward the close of Red Motley's banquet speech, (I guess I've heard that guy speak 25 times, and so has Art Hood, and we agreed that this one topped them all—which is not *little* praise.) he said, "I'll bet I haven't told you one new thing tonight—and that the same can be said about all the speakers you heard during the day—and yet I think most of you will carry away some ideas that you've 'remembered again,' for none of us is smart enough to remember and apply all the positive things we've learned about salesmanship during the years."

I'm sure Red was right—about the absence of brand-new ideas—and I hope his optimism is justified about the men going out to make successful application of some of the old ideas they heard dressed up in new clothes. I'm inclined to think it is, but I'd like to see such a checkup, and if any of our readers has made one, I'd appreciate a copy.

You may be interested in this about Red Motley: He will fire any of his salesmen caught smoking in a prospect's office while making a sales presentation. Even if the prospect offers the salesman a cigarette or cigar, Red's rule is, "Turn it down politely. We want the prospect to concentrate his attention on what you are saying or showing about *Parade*, instead of being distracted by the length of the ash or whether or not the smoke comes out of your mouth or your nose or your ears."

I TAKE MY HAT OFF TO MADISON

The sponsors arranged to have the out-of-town speakers stay at the Edgewater, a post-war hotel on the hilly shore of beautiful Lake Mendota. It's almost worth a trip to Madison to enjoy the comfort of this wonderful place, which seems to combine the best in modern design and furnishings with the friendly charm of some of our old inns. The main dining room overlooking the lake has a decor and view which few hotels in the world can equal, and if you want your meat served aflame on shining swords you don't have to go to Chicago's Pump Room. They do it equally well in Madison. I brought back a handful of folders about the Edgewater to show some of my New York friends who seldom wander west of the Hudson and who view the rest of the country's people—and especially those in the Middle West—with a mixture of tolerance and sympathy because the poor folks out there have to struggle along with neither modern comforts nor cultural benefits.

Tell that to the people in Madison—where Lunt and Fontanne appear *every* year, as against only occasionally in New York, where the Sadler's Wells Ballet played to a packed house a day or so before we were there (and in the Memorial Union Theater at the University which has better sound effects and stage equipment than any Broadway theater), where Christopher Fry's "Sleep of Prisoners" was to follow us for an engagement of several days, and where those who want the lighter side of entertainment can see and hear Vaughn Monroe and his band for two days the same week! It's quite a place, Madison, and I don't think my admiration is due to the fact that I was brought up within sight of the dome of the state capitol. It's just that it's one of those cities which seems to have enough of *everything* needed for happy living.

THE 16 TOP RETAILERS

Nearly one out of every 10 retail sales dollars goes into the tills of these 16 largest merchandising corporations: (1951 sales in millions)

Great A & P Co.	3189
Sears, Roebuck & Co.	2561
Montgomery Ward & Co.	1170
Safeway Stores, Inc.	1101
J. C. Penney Co., Inc.	950
The Kroger Co.	861
F. W. Woolworth Co.	632
American Stores Co.	470
Allied Stores Corp.	440
May Department Stores Co.	417
Federated Department Stores	389
First National Stores	372
R. H. Macy Co., Inc.	321
National Tea Co.	315
S. S. Kresge Co.	295
Gimbel Bros., Inc.	291

PHILIP SALISBURY
Editor

SALES MANAGEMENT

To all Sales Managers Who sell through Industrial Distributors

announcing

The First Annual Advertising Awards of the National and Southern Industrial Distributors' Associations

**A new opportunity for your company
to secure national recognition**

The purpose and objective of these awards is to encourage and stimulate the use of advertising addressed to the buyer-users of industrial supplies and equipment that points out the benefits of the many functions of Industrial Supply Distributors. Specifically, advertising that contains factual statements and illustrations demonstrating the economies and benefits which buyers receive from patronizing Industrial Distributors.

IF YOU SELL through Industrial Distributors, this gives you an opportunity to show your Distributors what you have been doing to promote their function—an opportunity to secure national recognition from Distributors . . . an integral part of your sales force.

AWARDS

Awards will be in the form of mounted plaques for the top winners in each of the five entry classifications, with engraved certificates for honorable mention. Actually, the "pay-off" rewards to the winners will be in the acknowledgement and recognition they receive from Distributors the country over.

The five entry classifications for which awards will be given are:

CLASS A—Best single direct mail piece which demonstrates at least one of the many economic functions of Industrial Distributors.

CLASS B—Best series (two or more) of direct mail pieces demon-

strating the economic functions of Industrial Distributors.

CLASS C—Best single business paper advertisement which features the benefits to user-buyers from buying through Industrial Distributors.

CLASS D—Best series (two or more) of business paper advertisements featuring the benefits to the user-buyers from buying through Industrial Distributors.

CLASS E—Manufacturers' catalogs in which the Distributor Services are included as plus values.

NOTE: All publication advertisements, direct mail pieces, and catalogs submitted must be addressed to users of products. Material addressed expressly to Distributors is not eligible.

To be eligible for consideration, material submitted must mention at least one of the many benefits to product users from buying through Industrial Distributors.

WHO IS ELIGIBLE TO ENTER—Any manufacturer who normally sells all or part of his production through Industrial Distributors. (Advertising Agencies may enter work prepared for their clients. Awards, however, will be made to the client.)

Only material actually used by the manufacturer in advertising to users of his products during the calendar year of 1951 should be submitted for this First Annual Advertising Award. (Material planned for use during calendar year of 1952 will be eligible for next year's competition.)

DEADLINE FOR ENTRIES AND TIME OF AWARDS

Post-mark deadline for all entries is Midnight, May 1, 1952.

Awards will be made in time to be announced at the Triple Industrial Supply Convention, Traymore Hotel, Atlantic City, N. J., May 19, 1952.

Winning entries will be displayed in the booths of both the Southern and the National Industrial Distributors' Associations. Award plaques and certificates will be given out in time for winning suppliers to display them in their own convention booths.

Final judging will be by a committee composed of Albert W. Frey, Professor of Marketing, The Amos Tuck School of Business Administration, Dartmouth College; C. F. Ogden, Detroit Edison Company and President of the National Association of Purchasing Agents; J. F. Apsey, Jr., President, National Industrial Advertisers' Association.

SEND FOR ENTRY FORMS RIGHT AWAY

Entry forms, complete rules, and helpful hints for preparing entries may be obtained by writing: H. R. Rinehart, Executive Secretary, National Industrial Distributors' Association, 19th & Arch Streets, Philadelphia 3, Pa.

REMEMBER: deadline for all entries is midnight, May 1, 1952. Send for entry form and rules today!

JOINT ADVERTISING COMMITTEE NATIONAL and SOUTHERN INDUSTRIAL DISTRIBUTOR'S ASSOCIATIONS

Space for this advertisement donated by Industrial Distribution, A McGraw-Hill Publication, 330 West 42nd St., New York 36, N. Y.

FEBRUARY 1, 1952

Are Your Salesmen Sold On Your Advertising?

BY LAWRENCE M. HUGHES

Eighty-eight per cent in ANA survey call consumer ads "very important." But their companies are not giving them "information to help them make the most of it." Salesmen would split budgets 60% "national," 25% "local" and 15% p-o-p. They prefer weekly magazines, TV, dailies.

How do manufacturers' salesmen rate the ability of their companies' consumer advertising to help them sell in their areas?

Which media do they think would aid them to do a better job?

What additional help do they need to persuade dealers that their companies' national advertising already is doing a job for them?

Merchandising the Advertising Committee of the Association of National Advertisers, Inc., New York, has obtained a large and representative cross-section of replies to these and other questions affecting "salesmen's attitudes toward national advertising."

Under the committee's direction, advertising managers of 40 companies in 12 industry groups mailed a 16-part questionnaire to a total of 1,600 of their salesmen. Of these salesmen, 676—or 42%—in 36 companies answered the questions in detail, with their frank comments, and returned them *unsigned* to the ANA in New York.

Their combined "attitudes" were tabulated by Henry Starr, research director of Leo Burnett Co., advertising agency, Chicago.

Last fall, Donald B. Hause, advertising director of Armour & Co., Chicago, chairman of the committee, reported preliminary findings briefly to the ANA's annual meeting in New York.

Through the courtesy of the ANA and this committee, SM presents the first full report of the final findings.

High spots of answers to each of the 16 questions are:

1. Eighty-eight per cent of all the salesmen call their company's consumer advertising *very important* and

10% more, of *some importance* in helping them to build sales.

2. Salesmen's opinions on ratio of their companies' advertising expenditures to sales volume vary widely—as much as 400 times within the same industry. Median mentions, however, are about 10% in soft beverages; 5% in foods and groceries, hard beverages, and drugs and cosmetics; 4% in silverware; 3% in household equipment, clothing and textiles, gasoline and oil and miscellaneous fields; 2% in home furnishings and in tires, and 1% in industrial.

3. Advertising media which the men consider most effective for them are, in order, weekly magazines, television, newspapers, women's magazines, nighttime radio, and home service magazines.

4. Their chief reasons for *national* advertising are that it "reaches more people of all classes"; "creates nationwide demand," and that "people buy nationally-advertised products."

5. Main reasons for *local* advertising are that it "creates demand locally"; "reaches immediate market"; "concentrates advertising."

6. When dealers demand more local advertising, relatively few salesmen explain that "national advertising is local advertising."

7. Thirty-eight per cent think their company could do more to help them convince dealers that national advertising helps them.

8. Ninety per cent find it is "worth-while to show the dealer" their company's advertising program.

9. Sixty-five per cent "know all they ought to know" about the advertising.

10. Salesmen generally want more local, more TV and more dealer cooperative advertising.

11. More than 60% find store displays "very important."

12. The "average" salesman wants his company to spend 60 cents of each advertising dollar in "national" advertising, 25 cents in "local" advertising, and 15 cents at point-of-purchase.

13. The men want more, and more varied, *interior* p-o-p material.

14. Most believe the stores use at least 60% of store material.

15. Ninety-four per cent approve "literature" and direct mail material.

16. Nine-tenths say they get store-display material in time for dealer use in tying-in with national campaigns.

The letter to the salesmen emphasized that "this survey is being made to help all advertising men do a better job of planning consumer advertising and allocating their advertising dollars. It will help you in your selling to distributors and dealers by letting sales executives know what kind of information you want and need."

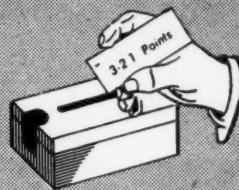
The men were asked to answer all questions. Some required only an "X" in a box; others an opinion, "in your own words." The ANA urged them to "be frank! Be specific! Don't pull any punches! Your real opinion . . . will help us to help you."

Of the 676 replies, drug and cosmetic salesmen made 97; industrial salesmen 91; tires 77; foods and groceries 71; household equipment 67; clothing-textile 55; hard beverages 47; soft beverages 46; home furnishings 43; silverware 41; gasoline and oil 26; "miscellaneous" 15.

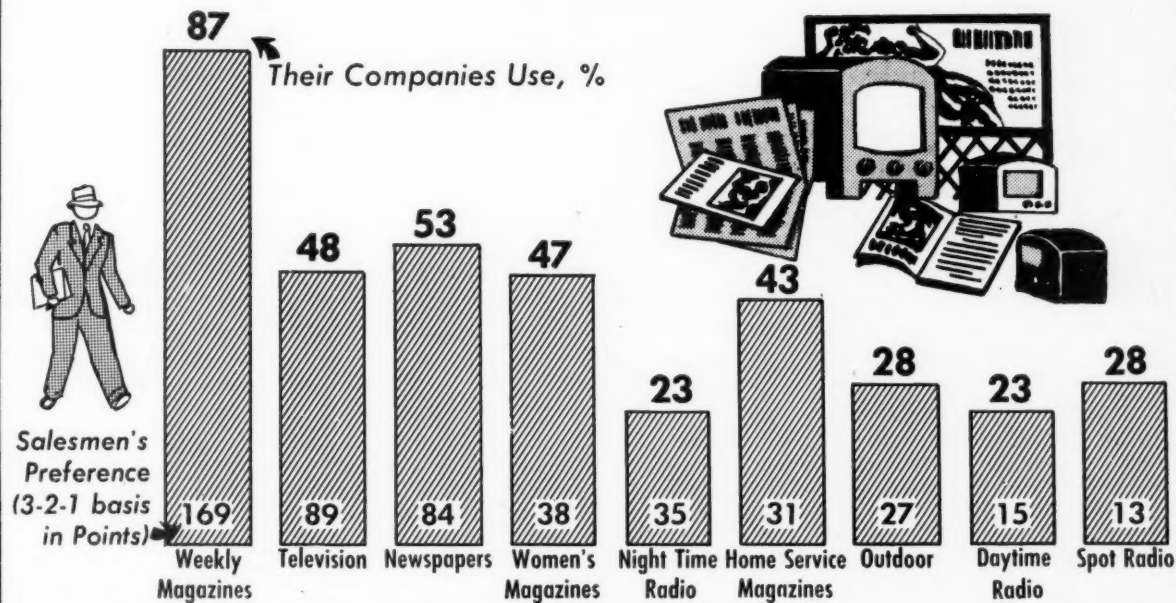
Here are the 16 questions and

This Pictograph shows that salesmen have firm views on media they want. They also candidly rate the usefulness to them on their jobs of their companies' ads.

SALESMEN VOTE ON MEDIA EFFECTIVENESS

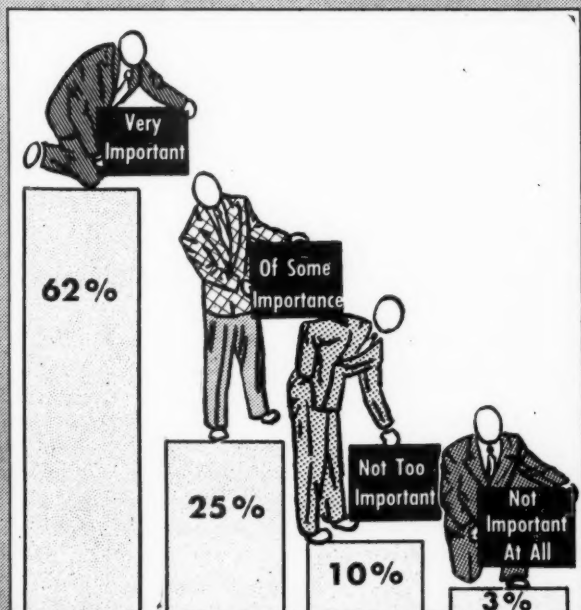


"Media most effective in creating sales for me," contrasted with the forms of advertising used by their employers.



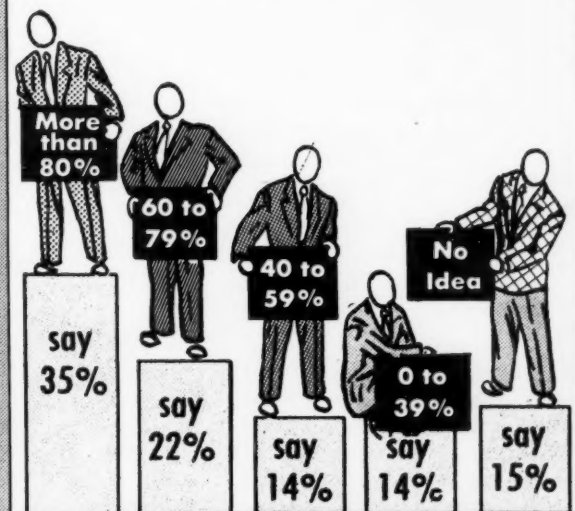
THE IMPORTANCE OF STORE DISPLAY MATERIALS

In helping to build sales, these materials are rated by salesmen:



HOW MUCH DISPLAY MATERIAL IS ACTUALLY USED?

Salesmen say:



SM's analysis of the replies:

"1. How important do you believe your company's consumer advertising is in helping you build sales?"

The 88% of all who say this is very important include 98% of those in hard and 96% in soft beverages; 95% in home furnishings, clothing-textiles, and tires; 93% in silverware; 92% in drugs-cosmetics; 89% in foods-groceries; 84% in household equipment; 77% in gas-and-oil; 74% industrial; 67% "miscellaneous."

But adding to these the ones in the same industries who find it of some importance, the vote of salesmen in 10 of the 12 groups becomes 100% for consumer advertising. Six per cent of men in miscellaneous fields and 10% in industrial say it is not too important. But none of all 676 believe it not important at all!

Among those who call it very important, the chief reason—with 118 mentions—is "creates demand/desire for product." This stands first among those in hard beverages, drugs and cosmetics, and silverware.

The "very important" voters give 105 mentions to "keeps product constantly before the public eye . . . in the public mind." This leads among food-grocery, soft beverages and tires salesmen.

"Builds consumer acceptance . . . establishes confidence," named by 100, stands first in home furnishings and "miscellaneous."

"Presells the product . . . makes sales easier for dealer," gets 92 mentions among "v.i." voters, and leads all other reasons given by those in household equipment and gasoline and oil.

"Creates prestige and good will . . . keeps company name before public," with total 59 mentions, is first among salesmen of industrial and clothing and textile companies.

Because creating demand, building consumer acceptance and preselling the product are synonymous, this combined "reason" dominates—with a total of 302 votes by the 595 salesmen who consider their companies' consumer advertising very important.

"2. What per cent of sales do you think your company spends for advertising?"

Although median mentions, as noted above, seem to keep the men reasonably in line—between 10% in soft beverages on one end and 1% in industrial on the other—the range of their guesstimates runs wild:

Food and groceries, from .1 to 30%; soft beverages 1 to 50%; hard beverages 2 to 33-1/3%; drugs-cosmetics 1 to 45%; home furnishings .5 to 20%; household equipment .25 to 25%; clothing-textiles .1 to 40%; silverware .5 to 30%; gas-and-oil .5 to 20%; tires .25 to 60%; industrial .1 to 20%, and miscellaneous .5 to 18%.

Thus one man in clothing guesses the ratio to be 400 times as high as does another, and individual food, tires and industrial men are 300, 240 and 200 times as high as others in their respective groups. By contrast the soft and hard beverage salesmen are in relative "agreement"—with guesses only 50 and 17 times as high!

(Comments Don Hause: "The sales manager who checks the results of our survey may want to ask himself whether these wrong guesses may not be a lot more risky than giving the men the facts . . . The average salesman hasn't the slightest idea of the economics of advertising!")

"3. Which form of advertising is most effective in creating sales for you?"

For each of 15 types of media, each man was asked to check whether his company uses it and his personal ranking of its "value."

Among these 676 salesmen, weekly magazines rate highest—ranked first by 37%, second by 22%, third by 14%, and named but not ranked by 3% more. This total of 76% almost equals the 87% of all the salesmen who say their company uses weekly magazines.

TV is placed first by 21%, second by 8%, third by 10% and mentioned, unranked, by 2%. Forty-eight per cent show their company uses TV.

Newspapers stand first, second and third, with 14% each, and are mentioned by 3%. The companies of 53% are using newspapers.

But although 47% say their company schedules women's magazines, this medium rates first with only 4%, second with 9%, third with 8% and gets 2% "mentions."

On the other hand, nighttime radio—scheduled by only 23%—also gets 4% of first place votes; 8% for second; 7% for third and 2% mentions. And yet spot and daytime radio—used by 28% and 23% of the companies—receive only one first place percentage each, and only 3 or 4% each for second and for third.

Outdoor shows up better. Three percent rank it first and 6% second and third. Outdoor is scheduled by 28% of the companies.

Media which the salesmen say their companies use are:

Weekly magazines	by 87%
Newspapers	53
Television	48
Women's magazines	47
Home service magazines	43
Outdoor posters	28
Spot radio	28
Sunday supplements	27
Monthly magazines	26
Daytime radio	23
Nighttime radio	23

Then—from 17 to 12%—come comics, chain store magazines (*Woman's Day* is given as an example.), fashion magazines, and specialty magazines—for example, *Popular Mechanics*.

If three, two and one points were given, respectively, for the men's first, second and third place preferences—and other mentions, which for no medium amount to more than 3%, were excluded—the standings of the media the men most want become:

Weekly magazines, with 169 points	
Television	89
Newspapers	84
Women's magazines	38
Nighttime radio	35
Home service magazines	31
Outdoor	27
Daytime radio	15
Spot radio	13
Specialty magazines	11
Sunday supplements	7
Comics	6
Monthly magazines	5
Fashion magazines	4
Chain store magazines	1

However, if all seven types of magazines on the check list are combined under Magazines; the three types of radio merged under Radio, and Sunday supplements and comics are put with Newspapers, the preference score then is:

Magazines	259 points
Newspapers	97
Television	89
Radio	63
Outdoor	27

Thus magazines get a preference nearly as large as the 276 points of the four other media combined.

(Don Hause notes the "unbelievably low vote for daytime radio." He also suggests that "the very low preference for Sunday supplements indicates that the salesmen are not familiar with this medium." Also, although the survey form gave examples of specific mediums under each classification, some salesmen may

have voted for Sunday Supplements under either Weekly Magazines or Newspapers.)

Food and grocery salesmen rank TV first both in use and preference—followed, in use, by women's and weekly magazines and newspapers and, in preference, by weekly magazines and then, after a sharp drop, women's magazines, nighttime radio and newspapers.

Although weekly and women's magazines and comics are highest in use by soft drink companies, TV leads the men's media preferences. Among hard beverage companies, outdoor is first in use and weeklies in preference; among drugs and cosmetics, weeklies in use and TV in preference.

But among six groups of salesmen—in home furnishings, home equipment, clothing-textiles, tires, industrial, miscellaneous—weekly magazines are on top in both use and preference. In silverware, weeklies and women's magazines are tied for first in use, but the weeklies have strong preference. In gasoline and oil, outdoor posters are first in use, but newspapers in salesmen's preference.

"4. Please give one or two arguments in favor of national advertising."

In addition to the leaders—"reaches more people," "creates nationwide demand," "people buy nationally-advertised products"—the salesmen stress rather widely:

"Presells the product . . . helps build sales . . . helps the dealer sell;"

"Increases prestige of brands;"

"Establishes confidence in the product;"

"Gives uniform presentation;"

"Carries a guarantee of stable prices for wholesaler and retailer;"

"National distributors must have national advertising;"

"Paves way for larger potential distribution;"

"National advertising is local advertising . . . and stimulates local tie-ins."

The argument that national advertising "reaches greatest number of people at lowest cost" gets few mentions. Although in each industry group the number of arguments exceeds the number of salesmen, only 63 of all 676 salesmen cite national advertising's coverage-for-cost. None of the 87 men in soft beverages, gasoline and oil and miscellaneous



COVER PHOTO

Corny? Posed? Sure, but it's Armour & Co.'s salesman, Frank Marzek, merchandising the advertising for the current "Down-on-the-Farm" breakfast promotion.

groups apparently think of it at all. (This again indicates, says Don Hause, "that salesmen do not know the economics of advertising.")

"5. Please give one or two arguments in favor of local advertising."

Most-given argument among men in 10 of the 12 groups is:

"Creates demand locally . . . reaches immediate market . . . concentrates advertising."

But silverware and home furnishings salesmen stress first:

"Local advertising can have proper dealer tie-ins . . . It calls attention to local tie-ins of national ads."

Among other arguments for "local" are: It receives more attention; tells consumers where products can be bought; is more flexible and timely; helps to meet local situations; "keeps local dealers happy," and "some national magazines have poor coverage" in certain localities.

A half-dozen salesmen contend that local costs less than national. Only 34 say specifically that local "further the impact of national advertising."

"6. Dealers probably often ask for more local advertising. What do you tell them when you get this request?"

Leading answers among the different groups vary widely.

Food and groceries: "In reality, national advertising is local advertising." Hard beverage and miscellaneous: "Show them percentage of consumers contacted by national advertising: show them that it reaches a greater number." Soft beverage: "Keep pointing out the excellent local advertising he is now getting." Home furnishings and textiles-clothing: "Our advertising budget limits us to national. Local advertising is too costly to cover all locations." Household equipment: "We have a local

advertising budget, based on population allotment."

But the men in five groups—drugs-cosmetics, gasoline-oil, industrial, silverware and tires "tell them to tie in with our national advertising . . . Remind them of our local tie-in program."

"7. Is there anything more your company could do to help you convince the dealer that national advertising is of advantage to him?"

Thirty-eight per cent of all say their company *could* do more.

These range from 50% in "miscellaneous," 46% in textiles-clothing, 45% in hard beverages to 35% in home furnishings and tires, 33% in gasoline and oil, 31% household equipment, 24% industrial.

Thus, in this respect, the industrial men are "76% satisfied."

Major specific suggestion from the "dissatisfied" in foods and groceries, soft and hard beverages, drugs and cosmetics and home furnishings is: "Make up a circulation report of national advertising—a booklet for distribution to dealers." From textiles-clothing: "Show how consumer acceptance is developed through national advertising." (This also ranks fairly high among all specific-industry groups except gasoline and oil.)

Among tire salesmen these two suggestions are tied for first. Industrial men recommend most: "Show how national advertising gives faster turnover." The gas and oil men are divided between showing how "national advertising can reduce production cost;" a "simple, concise" program of dealer education on n.a., and making "a survey to show the importance of national advertising."

Fourteen of the 36 "dissatisfied" in household equipment and silverware would meet dealer objections to national primarily by using "local
(continued on page 88)

BY HARRY WOODWARD

FROM HEALTH SCALES . . . to diesel engines. John A. Cuneo is going to be covering a lot of ground. For he's the new general sales manager of Fairbanks, Morse & Co. And his company makes both the scales and the engines. But Jack Cuneo is used to covering ground. He went to work with Fairbanks, Morse in 1929 as foreign traveling representative. In '31, he turned up as manager of the Machinery Department, Export Division. A year later he was in Havana, as manager of the company's Cuban branch. After that he worked stateside as assistant Scale Department manager in Chicago and department manager in St. Louis. But by 1945, he moved to Mexico City as a member of the organizing staff of the Mexican corporation of the company. Two years later he came back to the states as manager of the LA sales branch and in '49, he became Chicago branch manager. . . . Born in Chicago, he got his schooling in the Twin Cities, went to Canada to study law—which shows his feet itched early. Says his hobby is deep sea fishing in the tropics.



CARNEGIE HALL'S EX-MANAGER . . . is now Mutual Broadcasting System's fair-haired lad: He's William Fineshriber, Jr., and he's just been elected executive vice-president. Bill Fineshriber is the kind of guy who'd have been voted "most likely to succeed." Difference is, Bill *has*. Son of a distinguished Rabbi, he was graduated from Princeton, summa cum laude, then studied all over Europe. His first job was on the publicity staff of CBS. There he learned the fundamentals of network operations. Since then he's run the gamut of executive radio positions and except for those three years as manager of Carnegie Hall he's stayed in the fold. He has produced many programs, won the coveted Ohio State University Award for one of them. Since 1949, he's been Mutual's v-p in charge of programs. He's known in radio circles as the man who, almost single-handed, readjusted complete CBS schedules to permit extensive coverage of all major events attendant upon the death of President Roosevelt, the V-E and V-J Day celebrations and, most recently, the extensive coverage Mutual gave "the MacArthur story."

They're in the News



HE OWES IT ALL TO TEACHER . . . Maybe Vernon Myers wouldn't be publisher of *Look*—a brand-new post—if his teachers hadn't pushed his band wagon a little more than teachers generally do. . . . For Vern was a graduate of the University of Missouri's School of Journalism back in '32, when schools of its type were so new and students so few that teachers took more than a passing interest in their pupils. It was one of his professors who got Vern his first job—circulation manager of the Effingham, Illinois *Weekly Democrat*. Effingham's population ran around 5,000 and Vern ran around every job on the paper. . . . In '33 he joined one of the Cowles newspapers. And after serving an apprenticeship there he wangled a spot on *Look*, also a Cowles property. He's been on the publication for 13 years, first as a salesman, then West Coast ad manager. Later he became assistant to the president. . . . During the war he was a public relations specialist (albeit, a sergeant) with the 20th Air Force, won a Bronze Star for a system he originated of keeping track of bombing missions.



HERO . . . to General Dry Batteries, Inc., is its sales manager, Carl Brooks. For a while it looked as though General would have to steal back its own batteries to stay in business. . . . As a leading manufacturer of mercury cell hearing aid batteries, General was hard hit by rising mercury prices soon after the Korean outbreak. The metal's price jumped from \$72 a flask to \$225. Something had to be done. And that's where Carl stepped in. He and his sales staff set up their own mercury salvage drive by creating a market for used mercury cells. . . . They asked 3,800 hearing aid dealers to turn in used cells, salvaged the mercury. Dealers were given up to four cents for each battery, depending on its size, and counter cards to stimulate customer cooperation. Shipping containers for the used batteries were also passed out to dealers. Since May, 1951, the salvage program has enabled General to reclaim better than 16,000 pounds of high-priced mercury.

Washington's Quiz Kid: SCOOP, the Electro Brain

It gobbles up an astounding array of statistics and computes them into useful data. Will the Government's newest wonder child revolutionize the handling of marketing data?

BY JEROME SHOENFELD • *Washington Editor*

By now electronic calculators, which in a few hours solve problems that otherwise would take years, are old hat. There's, for instance, the much written about Input-Output table from which, it's said, you can calculate the effects of a tax cut on aluminum demand or of an Arms program on newsprint companies' purchases of sulphites. The Input-Output table, moreover, is part of something that's even more bewildering—scoop which means "Scientific Computation of Optimal Programs."

News that these things are going on has started a scare—several scares—among businessmen. Suppose that these calculators actually worked. What instruments Government would possess for planning, for deciding what business people should engage in, and for finding ways to make them do it! And what a nuisance Government would make of itself as it coaxed or demanded from businessmen the tons of information required to feed the planning machines! And if the machines worked just sufficiently well to make the planners suppose they worked perfectly, matters would be, if possible, still worse. Nor are the scares for the remote future merely . . . for 1984. Now and then news gets out that some day-to-day agency, like National Production Authority, is tinkering with Input-Output or some other gadget.

You Can Relax

But you can relax for a while. Neither scoop nor its subsidiary, Input-Output, will become Washington's primary deciding machine.

Input-Output sets itself to this sort of problem: You want the industrial effect of building so many thousands of tanks. At once, you could add up the steel and other materials

that go into them and into the components of each tank. That wouldn't be the whole story. To ship the additional steel, the steel makers would need more coal; to ship the coal, the miners too would need additional resources including steel. I-O adds up the spreading reverberations. If the steel for the tanks is taken from autos, subtractions as well as additions must be computed. I-O is a bottleneck spotter.

400 Industries Checked

The initial job was to array 400 industries on a double-entry table, setting down in horizontal rows what each uses of its own products and ships to the others, one by one, and in the vertical columns, therefore, what each buys from the rest. This was tabulated for 1947—the Census year—and then brought up to date. Immediately, the I-O staff are trying to project their tables into the future, plotting new tables for each quarter up to 1956. This current project, incidentally, was lucidly described by Joseph R. Slevin, in the January 4 issue of the *New York Journal of Commerce*.

"Marketing Uses of Input-Output Data," a paper by W. Duane Evans, is available from the Bureau of Labor Statistics, Department of Labor, Washington 25, D. C.

The tables, it's trusted, will give warning of bottlenecks to come. For instance, all of the Military programs use generators, small motors, valves. As they progress, are they heading into squeezes on any of these? And if so, when?

In their own writings and in conversation, the I-O men insist upon the many pitfalls of their system, pointing up all of the guesswork that must go into it, which of course is a

perfect defense against the accusation that they're entrusting their judgments on vital matters to a gadget. Guesswork certainly comes into play as tables are drawn for the future. There may have been a trend from one metal to another or from metals to wood or to plastic. The statisticians, sure enough, can put their hunches on whether these trends will continue into mathematical symbols—but hunches they remain.

When I-O first was invented, it was supposed, to take examples, that the total amounts of steel used in autos or of particular fabrics in clothing were set percentages of output. I-O would be simpler if that were the case. But the statisticians have faith—which they say has been justified so far—that these amounts of materials do bear definite relationships to output, which can be mathematically expressed. Finding such relationships is almost the heart of I-O and it's neither automatic nor certain.

Auto Industry Bucks

I-O tests whether programs are feasible or whether they'll be upset by various bottlenecks. But it never can guarantee a perfect finish. It can test all of the programs combined on steel, on aluminum, on tin, etc., going on to the hundred or so shortages that occur to those doing the work. There's always the remaining possibility of a shortage of something nobody thought to look into.

A few months ago some NPA official suggested to the auto industry that I-O might be substituted for CMP, the Controlled Materials Plan, which had bogged. There weren't the right numbers of components. Industry would supply the Input-Output figures from which NPA would calculate the kinds of relations that go into an I-O table. The auto men got mad. Such information, they insisted, would take upward of a year to collect at the expense of many millions of dollars. A rebellion started against the whole I-O idea. Subsequently, NPA bit by bit revised its proposal, always leaving less resemblance to I-O, although the auto men say there's still too much.

At first, because it was a new feature, the "automatic brain" characteristic was spotlighted, giving rise to fears that a machine was to over-ride human judgment. While the machine might produce a letter-perfect product, there's always the possibility that human error in the original data will be compounded by "the brain."



FIELD RESEARCH revealed which product features bring best buying response.

How to Put Ring of Authenticity Into Your Retail Training

The Silversmiths Guild recorded actual over-the-counter sales situations, analyzed factors which make or break sales, and then played back the principles of successful selling in manual and oral form. Salespeople knew about recordings.

This is the story of a retail sales training program, based largely on findings through an investigation made by placing wire recorders in stores, to get facts and statistics on actual selling practices. The program, which cost upwards of \$100,000, was conducted by the Sterling Silversmiths' Guild of America, whose members are: The Alvin Corp., The Gorham Co., International Silver Co., Lunt Silversmiths, Reed & Barton, Towle Manufacturing Co., and R. Wallace & Sons Mfg. Co.

The survey and the training program which grew out of it were conducted by H. H. Horton Co., New York sales training consultants, in

cooperation with J. Porter Henry, Jr. Simply stated, its objective was to help dealers sell more sterling silver. In the opinion of the participants, the program, initiated a couple of years ago, is bearing abundant fruit in the form of increased silver sales.

When the decision was made to try to improve retail selling practices, it seemed logical to determine what was being done—both bad and good, and to pool information on the most effective methods used, for the benefit of the entire industry. With this in mind, a pilot study (which cost more than \$6,000) was made, with concealed wire recorders in re-

tail outlets, to take down actual sales conversations. Since the plan appeared feasible, it was put into practice in leading cities in all sections of the U. S.

In each instance, the sales force was prepared for the one-week visit of the researcher. There was always a sales meeting to break the ice, during which the purpose of the program was explained and the cooperation of the staff was enlisted. They learned that the objective was to uncover good selling techniques and share them. Though the machines were concealed, the salespeople knew they were there, and after a bit of initial self-consciousness they seemed to ignore them. The research worker had the responsibility of installing and operating the equipment. He (or she) also interviewed store executives and sales personnel, using questionnaires to obtain certain desired information. Examples: It was learned

BY ETNA M. KELLEY

that there is less sales turnover in the retail silver business than in most other fields, the average experience among salespeople in the stores studied totaling nine years. Much was learned about employee attitudes. Incentive plans were studied. Morale was found to be high and selling effective in a store which had recently put in a commission payment plan.

Information obtained through the interviews supplemented and amplified that obtained through recordings of sales transactions. At the end of the period of investigation, the recordings were assembled and transcribed *verbatim* to typewritten form; then analyzed statistically, point by point, using a standard of 237 different correlation points. This material was keypunched on IBM cards. Key numbers were used to denote the stores and salespersons, to protect their identity. A code was used for other data—whether shoppers came alone, or as couples, mother and daughter, etc. Transactions recorded ranged from two minutes to two hours.

Why People Buy

From these statistics there emerged a picture of silver buying habits, and of the correlation between certain sales practices and sales results. The Horton organization, in cooperation with top sales executives of the sponsoring firms, then developed a training program which included two films, plans for a series of meetings, and a set of nine training bulletins. Three half-day conferences were conducted in 39 principal cities of the U. S., followed, in many cases, by a series of individual store meetings run according to a suggested plan.

Here are some of the findings of the wire recorder survey:

1. **Why people buy silver:** 36% for themselves; 64% for gifts.
2. **Number of people in transactions:** 1 woman alone, 57%; 2 women, 16%; married couple, 14%; 1 man, 5.8%; mother and daughter, 3.2%; 3 or more people, 1.1%.
3. **Sales effort in guiding transaction:** In 50% of transactions, no effort was made to guide selection, to make recommendations, etc.
4. **Closing the sale:** 68% of cases, no effort was made to close.
5. **Building larger sales:** In three-fourths of transactions, salespeople

made no effort to increase unit of sale.

6. Price-consciousness: In 58% of transactions, the salesperson volunteered price information. In 41%, the salesperson volunteered the price as the first piece of sales information.

While the statistics cited above are interesting in themselves, their true significance is in their relation to sales results.

What action taken by salespeople had the most bearing on sales? The answer, as the investigators interpreted their findings, is simply: *The more "points" used, the more certain, and the bigger, the sale.* A "point," as they define it, is an affirmative action, usually a remark or a question—a descriptive adjective, a comment on the utility of the merchandise, etc. At the top of the list is the proper greeting, a cheery "Good morning" or "Hello" far out-ranking the less effective but more common, "Can I help you?" (The ideal approach is the greeting, with the shopper's name, but this is impractical in most populous communities.)

The preoccupation of the salesperson with price was evident from the fact that it was mentioned more than *twice as often* as the next most popular sales point—usually a descriptive sales adjective. The utility of the piece (a "point" ranking high in sales effectiveness) was mentioned only one-fifth as often as price.

58% Buy

That most people who enter a jewelry store to discuss the purchase of silver are really good prospects was evident from the fact that sales resulted from 58% of such visits. There was considerable range, though, among individual stores, and among salespeople. In some stores the percentage of sales was as low as 37%; in others up to 72%. The range among salespeople was even wider—from 28% to 92%. (The ninety-two-percenter was an ex-schoolteacher, fortyish, with eight years' sales experience, considerably less than that of many other salespeople.)

Next to the friendly greeting in effectiveness was the "product" approach, along the lines of "Aren't these candlesticks lovely? They're solid silver," or some other comment about the specific merchandise. This is helpful when the salesperson approaches a prospect who is looking at something on display.

Other points were related to the purpose for which the silver was being bought. For example, if it were

intended for a wedding gift, and if the store used the "Bride's Registry" plan (as happens so often nowadays), the salespeople knew the bride's pattern. Often, too, they knew what had already been bought for her and what she lacked and would therefore be welcomed by her. Other good points, in relation to wedding silverware, might take the form of "This will go with her modern furniture," or "Her dining room furniture is Queen Anne . . . this would go with it." If not intended for a bride, the silverware could be discussed somewhat in this fashion: "This will last forever, and she'll be proud of it," or, referring to multiple uses, "This flat server can be used for serving spinach or scrambled eggs . . . so many things."

It might seem that anyone who had had any experience in selling silver would have mastered the use of at least a few points, but often this is not so. The remarkable thing is that so many sales are closed without any effort by salespeople. (Those who have closely followed the SM series, "Adventures in Shopping," will not be surprised by this.) The survey disclosed that 41.5% of shoppers' visits resulted in sales, even when no points (no salesmanship) were used—when the salesperson merely answered questions. Fifty percent resulted in sales when poor selling methods were used; 80% when fair methods were used; 95% when *good* salesmanship was used.

That relatively little effort on the part of the salesperson can pay good dividends in results is apparent from the fact that a definite recommendation would increase the size of the transaction two and one-half times. A discussion of the appropriateness of the silver would increase the sale by 50%.

Best Closing Words

Good selling techniques (or points) were found to be particularly effective in closing the sale. As stated in the tabulation above, in 68% of the cases, the salesperson made no effort to close. In these cases (where no sales effort to close was put forth), sales resulted 41% of the time. When poor closing methods were used, there were 50% results. Fair closing methods brought the percentage up to 81. When really good closing methods were used, there were 95% sales.

What is a good closing technique? High on the list is the preference method: "Which do you prefer?" or "I think you prefer this, and you've

made a wise selection"—which helps the customer make up her mind. Also effective is the "action" method: "I'll get a gift card," or "I'll have it wrapped," or "I'll send it back for polishing." Then there's the credit terms method, inquiring, "Is this a charge, or do you prefer to pay cash?" Offering credit terms to a shopper who has not yet opened an account at the store is likely to increase the unit of sale by a considerable margin. Suggesting additional items is another method likely to result in increasing the size of the transaction.

There is a direct and measurable relation between the number of points used and the size of the purchase. Though the Guild is unwilling to give exact dollar figures, it has established that the use of two points increases the average dollar transaction over the one-point transaction by almost 36%, and the four-point average transaction is almost three times as big as the one-point average.

As stated earlier, the information obtained through the survey of good stores across the country was tabulated on IBM cards. From the conclusions drawn as to the best and most effective methods of selling sterling, the two moving pictures were made. Titled, "All Kinds of People," and "Highway to Sales," they are one-reel 16-millimeter sound films, requiring 10 minutes of showing time.

Packaged Meetings

To enable dealers and their salespeople to profit from the study it sponsored, the Guild offered a packaged plan. The series of meetings in 39 cities were conducted by John Heaslip, now an executive of the Jewelry Industry Council. Among their features, in addition to the showing of the films, were the use of flip-flop charts, audience participation, and actual recordings of the sales conversations in the stores, followed by analysis from the audience.

Though emphasis has been placed in this article on the recordings made in the stores, the investigators had also conducted a shopping survey in a cross-section of stores, and, as explained earlier in this article, had had interviews with buyers, store managers and salespeople as well. The information obtained through these methods was also incorporated into the films and a series of sales bulletins issued by the Guild.

In addition to the meetings staged by Mr. Heaslip, individual store meetings were recommended. Each dealer was given a "Conference

Leader's Manual," with detailed instructions on how to hold informal sales conferences. Ideally, the store would have its sales staff attend the big meetings in the nearest key city, and follow this with a series of store meetings, each based on a theme covered in one of the nine follow-up sales bulletins. Meeting Guides were supplied with the bulletins, each emphasizing some important training point.

The Meeting Guides give specific information on holding a meeting keyed to a special theme, "Closing the Sale," "Enlarging the Sale," "The Hollow Ware Sale," etc. General information is provided in a larger book, a "Conference Leader's Manual," which tells the responsibilities of the conference leader; suggests when and where to hold meetings; how to prepare for them; gives suggestions for winning audience participation. It points out that a good leader stays out of the limelight and sees to it that "everyone in the group participates"—and tells how to achieve this objective.

Re-enact Sales Scenes

A popular feature of the meetings is the skits, adapted from the case histories transcribed from the wire recordings, with members of the audience re-enacting the transactions. Though the salespeople read their scripts there was some opportunity for dramatization, made more meaningful since the situations are likely to be familiar to the salesmen.

Here are excerpts from a recording, re-enacted in a meeting covering "Closing the Sale."

Saleswoman: That's hand finished. It's a very beautiful vase.

Customer: That's swell. I like the shape of this.

Saleswoman: Yes. And it's a lovely weight. That's not weighted, you see—it's all silver.

Customer: Is that with the tax?

Saleswoman: Yes. All our prices include the tax.

Customer: I think this is pretty.

Saleswoman: Very lovely. (pause) Hand hammered, and a very nice article.

Customer: Buy it for myself, no trouble. Buy it for someone else, you never know what they're going to like.

Saleswoman: As I say, it has no weighting. She could put one rose or a couple of roses in that.

Customer: It's too wide for one flower. Uh, I had one that she could jam a little more in it. That's where she got the idea from. Uh, I want something like this. (pause) What price is it?

Saleswoman: Eight-forty. (pause) Would you like to write a card to go with it?

Customer: No. I have one written at home, so I'll take it with me.

Saleswoman: You'd rather not. All right. Is this a charge?

Customer: I think not. I'll pay for it.

After the enactment of the skit, the conference leader asks for comments and invites discussion. His Leader's Sheet carries certain questions, with the correct answers, as reminders. For example, he might ask whether the saleswoman could not have tried for an earlier close, say, after one of the customer's comments expressing satisfaction with the vase. To test the memory of members of the audience, they are asked to repeat the various sales points the salesperson used (the weight, "hand hammered," usable for one or two roses, etc.) There is also a question to bring out the reference to the vase as a nice "article," a term "hardly in keeping with the beauty and charm of a Sterling Silver vase."

The Cost: \$100,000

From the sponsors' point of view, the entire program cannot be called inexpensive, its cost coming to over \$100,000, plus the time of executives of Guild companies. Participating stores each paid the nominal registration fee of \$35, which entitled their sales staffs to attend the meetings, see the films, and receive the series of nine sales training bulletins as a follow-up on the big meetings. There were also the plans for holding the individual store meetings. In terms of results, the consensus is that the money and time expended were a good investment. It is impossible to measure results exactly, since so many factors are involved. Hundreds of grateful letters have been received at Guild headquarters, a typical comment being this one from a Georgia jeweler: "One meeting helped the staff's sales. The very next day they used ideas they had picked up, in their selling."

Adventures in Shopping: No. 15

A SERIES BY THE SALES MANAGEMENT STAFF

Why are sales lagging? . . . The appliance salesmen in the stores of one large metropolitan city were found to be only 33% efficient as measured on nine simple fundamentals of selling . . . What happens when customers are interested in:

Du Mont . . . General Electric . . . Hoffman . . . Magnavox
Packard-Bell . . . RCA Victor . . . Serenader or Zenith TV sets
Hamilton Beach mixers Blue Bell play and work togs

87. Yet They Are Called "Salesmen"

Several music-appliance stores
Hollywood, Calif.

Elizabeth Patterson, celebrated Hollywood character actress, and family friend of Jim Collins, SM's editorial representative in the Los Angeles area, needed a TV set. She's getting TV parts now, and a set is as necessary a working tool as her make-up kit. She can afford any set a store might carry.

But after being snooted or ignored in three stores—Broadway Hollywood, Music City, Inc., and Barker Bros.—she wonders how anybody summons up nerve enough to *force* clerks to sell TV sets; she reached the conclusion that they much prefer their stock to her cash.

In the first store an elderly salesman bent an ear. "Television?" He waved a hand. "There they are—look them over."

"But before I buy I want to consider . . ."

"What is there to consider?" he asked. Well, to her there were several hundred dollars to consider. She walked out.

At the second store everybody seemed busy. No one acknowledged her presence. The sets were there and she could look around, but none of them was in operation. Never having owned a set, she didn't know what knobs to turn. The salesmen ignored her. She saw products of Du Mont, Hoffman, Magnavox, Packard-Bell, RCA Victor and Zenith—but except for what she could observe about size and about cabinet work, she learned

no more about them than she had learned from the advertising.

At a third store only one salesman was to be seen; he was busy talking to a woman about a radio set and ignored her. . . . Eventually she bought a TV set—because she really *needed* one—but it wasn't until she came back to one of the stores with a forceful male companion who *demanded* service.

88. Are They Dumb—or Just Lazy?

Robert Simpson's Radio-TV
Toronto, Ontario

I had been looking at the various makes of TV sets on the floor for about 10 minutes when a salesman came along. I told him I knew too little about TV to have any special preference. He then said RCA Victor or General Electric was a good buy. An RCA model was available at \$449, another at \$499.50. The latter, he said, had originally been \$560. But, for some reason, he didn't do more than show me the sets and didn't offer to demonstrate them. On the other side of the aisle I saw a sign, "Serenader," and directed his attention to it.

"It's a good set," he commented, and went over to them. I followed and began looking at the price tags. He remained silent, watching me as I went along the line. Finally, I broke the silence which was becoming, to me at least, a little embarrassing.

"This walnut cabinet is \$529.50,

while this other is only \$479.50. What's the difference?"

"Well, this one has doors and the other hasn't, and of course there's a difference in the tubes. The more expensive set has a 20-inch tube and this has only a 17-inch tube," he explained.

I commented that no doubt the same difference existed between the \$484.50 and the \$534.50 mahogany sets, and between the \$489.50 and the \$539.50 limed oak models. He agreed that such was the case.

"How does the Serenader compare with other makes?" I asked.

He said it was a very good set for the price. But he still made no effort to show me how it worked.

I then asked him who made the set, and he told me it was a Kitchener firm, Dominion Electrohome. I tried to give him a hint that I would like to have a set demonstrated.

"How is the reception?" I asked.

"As good as any I've seen," was his reply, imperturbable as ever. "The audio reception is very good, too."

Meanwhile we stood looking and looking at the sets. Presently, as though he felt he should do something, he gave one set a little push.

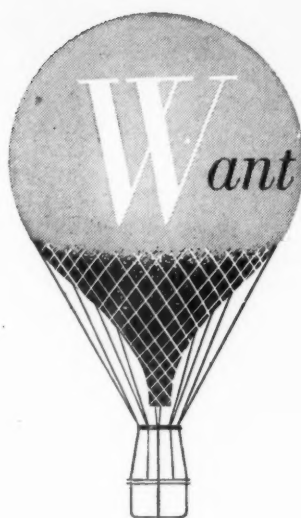
It rolled over on the floor.

"All these sets have casters," he explained. "They're easy to move around."

"What about the aerial installation?" I asked.

"Oh, that'll run you about \$60 extra."

Having had enough of this by this time, I thanked him and took my leave. With me I took away a picture



Want to do something about the high cost of selling?

Maybe your Production Manager has the clue

If you think *sales* costs have mounted, just look at what the poor Production Manager has been up against with the rising costs of labor and materials.

How's *he* going to get costs down?

You know the answer. *Chiefly by improved mechanization*: by making it possible for each high-priced pair of hands in his plant to produce more.

The Sales Manager has the same sort of opportunity to reduce sales costs

The Sales Manager can apply the mechanization principle to producing orders. He can make it possible for each salesman, each jobber or dealer or distributor, to produce more.

How? By making the printed word do *more* of the *telling* in selling so the salesman can use more of *his* costly time for *closing*.

Direct mail, publication advertising, catalogs, handbooks, films, radio—all means of transmitting sales information to prospects and customers—are the Sales Manager's tools.

Even small gains in the better use of those tools bring great improvement in the efficiency of sales production and sometimes open up wide areas for cutting unit sales cost.

You take one step at a time; one product at a time; in one market at a time; like this:

1. Review *all* the specifying and buying influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)
2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you know—*for sure*—*what* they think and *why* they think it?)
3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.
4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

That's how to get the kind of advertising that helps cut sales costs

"'Ditch-Digging' Advertising," we call it. First it digs out what your prospects want to know before they'll buy; then it rolls up its sleeves and digs for sales.

This agency is equipped to work with any Sales Manager who wants to do a hard-selling job with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • Lexington 2-3135



"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

of a salesman who either didn't know enough about the merchandise to talk about it and display its merits intelligently, or was too lazy to do so.

* * *

Are these cases of poor selling exceptional, or what now passes as normal? *The Salt Lake Tribune-Telegram* decided to find out why sales were lagging in that area, and commissioned Dan E. Clark II and Associates to visit 50% of all retail appliance stores in Salt Lake City and pose as prospective customers. The objective was to measure the aggressiveness and the impressiveness of appliance salesmen.

Three field workers were trained carefully on what to do, say and observe in stores chosen by a scientific sampling method. The interviewers typified the three ages of accumulation—one was in her 20's, another in her 30's, still another in her 40's. The field work was done at a time when appliance dealers were crying for business—late July of 1951. They measured selling effectiveness in 52 stores according to the criteria printed in the box at the right.

Despite the many wrong answers, the interviewers felt that 66% of the salesmen were very interested in making the sale, and 64% of the stores were given a "Yes" to the question, "If you were going to buy an appliance, would you return to the same store and ask for the same salesman?"

The Clark organization summarized the findings with these words:


"As a research agency, we do not feel competent to judge the aggressiveness of a salesman. Therefore, rather than to set an arbitrary standard of our own, we have summarized the information . . . There were nine positive selling steps (numbers 3 to 11) that the salesmen might have taken . . . Salesmen are classified below according to the number of steps taken:

Number of Steps	% of Salesmen Taking Each Number
0	8
1	11
2	22
3	13
4	13
5	10
6	11
7	4
8	8
9	—
	100

(Continued on page 38)

LOOK AT THE FACTS ABOUT THIS JACKET!

- Before you buy you have a right to know the facts that give you the most quality for your clothing dollar.
- Made of first quality materials, lined with warm Blanket Lining (66% Kened Wool, 40% Cotton)—All Cotton Shell.
- For proportioned fit, this jacket is made on a Graded Pattern. Buy your exact size because breast is cut oversize to allow for free arm and body movement—Greater comfort.



- Zipper front closure.
- Adjustable side straps for better fit.
- Blanket-Lined throughout for extra warmth. Lining stretched to body of coat to prevent sagging of lining.
- Two roomy bottom slash pockets.
- Breast pocket with zipper closure.
- Strong bar neck at points of strain for longer wear.

PULL PAGE DOWN FOR OUR OTHER VALUES AND GUARANTEE!

TALKING POINTS—The second and third pages of this Blue Bell "qualitag" give 9 facts about their lined cossack jacket—so that the customer gets the vital talking points about the product even if the salesperson is inattentive or unknowing. Similar "qualitags" are string-attached to all Blue Bell lines of dungarees, play clothes and work clothes. All have 8 pages which fold down to slightly less than 3" x 4".

Vice-President R. S. Le Matty tells SM: "They point out to the consumer things they are entitled to know about our products before they buy. Results of this movement have been phenomenal. We little realized when we started this crusade the impact it would carry at the consumer level . . . It is so powerful that we would not consider under any circumstances dropping it . . . Our organization is so enthused we could go on talking about it for hours."

Would You Call This Good Selling?

	Percentage	
	Yes	No
1. Did a salesman verbally acknowledge your presence in the store? (asked if all salesmen were busy)	45	55
2. How much time elapsed before a salesman approached and engaged you in conversation? (asked if all salesmen were <i>not</i> busy) . . . The answers reveal that the median average was slightly under 2 minutes.		
3. Did the salesman take your name and address? 21		79
4. Did the salesman ask to visit your home? . . 10		90
5. Did the salesman ask if you presently have a? 35		65
6. Did the salesman offer to make a trade-in appraisal on your old appliance? 35		65
7. Did the salesman explain the store's credit or easy payment plan? 33		67
8. Did the salesman ask if you were interested in buying? 73		27
9. Did the salesman ask you to buy? 44		56
10. Did the salesman give you his business card? 31		69
11. Did the salesman thank you for "dropping in"—or ask you to come in again? 87		13



How to catch an atomic killer!

Today, there's a potential killer in labs and factories — radioactivity!

But atom workers are safe — thanks to the weapons of science.

Besides every precaution, workers get daily check-ups with ion-chamber "guns" and other radiation-detection instruments. They catch the killer before it strikes!

With atomic industry booming, demand for nuclear instruments is great.

Delivery must be certain — and it must be fast.

That's why, when shipping these and other precision instruments, both shipper and receiver stamp their orders: via Air Express!

The world's fastest shipping service brings this vital equipment safe, sound and *soon* to laboratories and defense production centers everywhere.

Whatever your business, *you* can profit from regular use of Air Express. Here's why:

IT'S FASTEST — Air Express gets *top priority* of all commercial shipping services — gives the fastest, most complete door-to-door pick-up-and-delivery service in all cities and principal towns at *no extra cost*.

IT'S DEPENDABLE — Air Express pro-

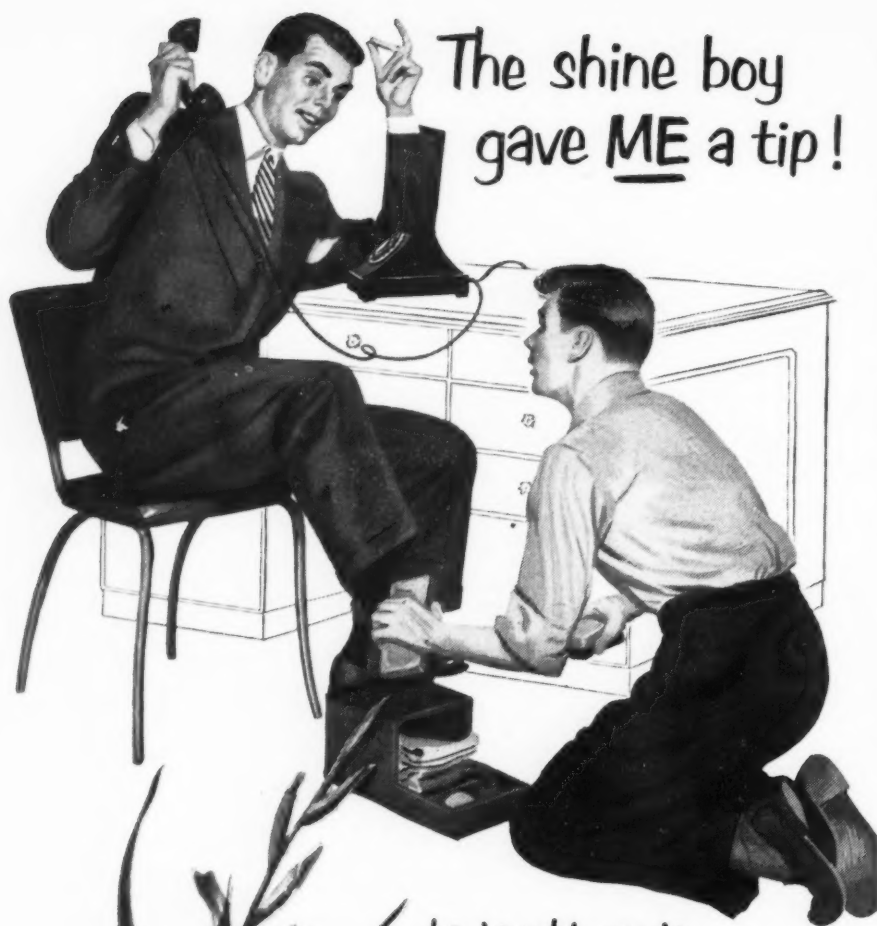
vides one-carrier responsibility all the way and gets a *receipt upon delivery*.

IT'S PROFITABLE — Air Express service costs less than you think, gives you many profit-making opportunities.

For more facts, call Air Express Division of Railway Express Agency.



AIR EXPRESS
GETS THERE FIRST



The shine boy
gave ME a tip!

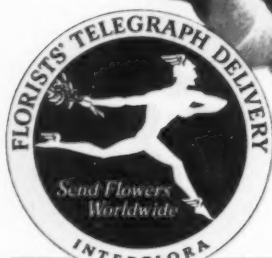
he taught me to
Say it with
FLOWERS-BY-WIRE

I buzzed Miss Marlin that the bottom had dropped out. Ace Products—a big boy on our books—was showing at the Trade Fair in Seattle. Production bugs would keep me burning the midnight oil here.

With a quick grin, George, the shoe-shine boy pipes up, "Why don't you wire flowers?

My brother who works in a flower store is always delivering flowers to big-shots". Quick as a phone call I wired flowers to the customer's booth.

The dollar I gave George wasn't nearly as valuable as the tip he gave me: If you want to say it with a smile...say it with Flowers-By-Wire.



FLORISTS' TELEGRAPH DELIVERY ASSOCIATION
Headquarters: Detroit, Michigan

FLOWERS ARE BEAUTIFUL BUSINESS BUILDERS

On opening days • on anniversaries • on special events • as a "thank you" for the order • on almost any business occasion • for those at home when you're away.

You can wire flowers to anywhere...from anywhere...more than 18,000 F.T.D. and Interflora Member Shops at your service!

HAMILTON BEACH gives you
the **COMBINATION** that **CAN'T MISS!**

COSTS YOUR CUSTOMERS LESS!

Hamilton Beach's 10-12-14-16-18-20-22-24-26-28-30-32-34-36-38-40-42-44-46-48-50-52-54-56-58-60-62-64-66-68-70-72-74-76-78-80-82-84-86-88-90-92-94-96-98-100-102-104-106-108-110-112-114-116-118-120-122-124-126-128-130-132-134-136-138-140-142-144-146-148-150-152-154-156-158-160-162-164-166-168-170-172-174-176-178-180-182-184-186-188-190-192-194-196-198-200-202-204-206-208-210-212-214-216-218-220-222-224-226-228-230-232-234-236-238-240-242-244-246-248-250-252-254-256-258-260-262-264-266-268-270-272-274-276-278-280-282-284-286-288-290-292-294-296-298-300-302-304-306-308-310-312-314-316-318-320-322-324-326-328-330-332-334-336-338-340-342-344-346-348-350-352-354-356-358-360-362-364-366-368-370-372-374-376-378-380-382-384-386-388-390-392-394-396-398-400-402-404-406-408-410-412-414-416-418-420-422-424-426-428-430-432-434-436-438-440-442-444-446-448-450-452-454-456-458-460-462-464-466-468-470-472-474-476-478-480-482-484-486-488-490-492-494-496-498-500-502-504-506-508-510-512-514-516-518-520-522-524-526-528-530-532-534-536-538-540-542-544-546-548-550-552-554-556-558-560-562-564-566-568-570-572-574-576-578-580-582-584-586-588-590-592-594-596-598-600-602-604-606-608-610-612-614-616-618-620-622-624-626-628-630-632-634-636-638-640-642-644-646-648-650-652-654-656-658-660-662-664-666-668-670-672-674-676-678-680-682-684-686-688-690-692-694-696-698-700-702-704-706-708-710-712-714-716-718-720-722-724-726-728-730-732-734-736-738-740-742-744-746-748-750-752-754-756-758-760-762-764-766-768-770-772-774-776-778-780-782-784-786-788-790-792-794-796-798-800-802-804-806-808-810-812-814-816-818-820-822-824-826-828-830-832-834-836-838-840-842-844-846-848-850-852-854-856-858-860-862-864-866-868-870-872-874-876-878-880-882-884-886-888-890-892-894-896-898-900-902-904-906-908-910-912-914-916-918-920-922-924-926-928-930-932-934-936-938-940-942-944-946-948-950-952-954-956-958-960-962-964-966-968-970-972-974-976-978-980-982-984-986-988-990-992-994-996-998-1000-1002-1004-1006-1008-1010-1012-1014-1016-1018-1020-1022-1024-1026-1028-1030-1032-1034-1036-1038-1040-1042-1044-1046-1048-1050-1052-1054-1056-1058-1060-1062-1064-1066-1068-1070-1072-1074-1076-1078-1080-1082-1084-1086-1088-1090-1092-1094-1096-1098-1100-1102-1104-1106-1108-1110-1112-1114-1116-1118-1120-1122-1124-1126-1128-1130-1132-1134-1136-1138-1140-1142-1144-1146-1148-1150-1152-1154-1156-1158-1160-1162-1164-1166-1168-1170-1172-1174-1176-1178-1180-1182-1184-1186-1188-1190-1192-1194-1196-1198-1200-1202-1204-1206-1208-1210-1212-1214-1216-1218-1220-1222-1224-1226-1228-1230-1232-1234-1236-1238-1240-1242-1244-1246-1248-1250-1252-1254-1256-1258-1260-1262-1264-1266-1268-1270-1272-1274-1276-1278-1280-1282-1284-1286-1288-1290-1292-1294-1296-1298-1300-1302-1304-1306-1308-1310-1312-1314-1316-1318-1320-1322-1324-1326-1328-1330-1332-1334-1336-1338-1340-1342-1344-1346-1348-1350-1352-1354-1356-1358-1360-1362-1364-1366-1368-1370-1372-1374-1376-1378-1380-1382-1384-1386-1388-1390-1392-1394-1396-1398-1400-1402-1404-1406-1408-1410-1412-1414-1416-1418-1420-1422-1424-1426-1428-1430-1432-1434-1436-1438-1440-1442-1444-1446-1448-1450-1452-1454-1456-1458-1460-1462-1464-1466-1468-1470-1472-1474-1476-1478-1480-1482-1484-1486-1488-1490-1492-1494-1496-1498-1500-1502-1504-1506-1508-1510-1512-1514-1516-1518-1520-1522-1524-1526-1528-1530-1532-1534-1536-1538-1540-1542-1544-1546-1548-1550-1552-1554-1556-1558-1560-1562-1564-1566-1568-1570-1572-1574-1576-1578-1580-1582-1584-1586-1588-1590-1592-1594-1596-1598-1600-1602-1604-1606-1608-1610-1612-1614-1616-1618-1620-1622-1624-1626-1628-1630-1632-1634-1636-1638-1640-1642-1644-1646-1648-1650-1652-1654-1656-1658-1660-1662-1664-1666-1668-1670-1672-1674-1676-1678-1680-1682-1684-1686-1688-1690-1692-1694-1696-1698-1700-1702-1704-1706-1708-1710-1712-1714-1716-1718-1720-1722-1724-1726-1728-1730-1732-1734-1736-1738-1740-1742-1744-1746-1748-1750-1752-1754-1756-1758-1760-1762-1764-1766-1768-1770-1772-1774-1776-1778-1780-1782-1784-1786-1788-1790-1792-1794-1796-1798-1800-1802-1804-1806-1808-1810-1812-1814-1816-1818-1820-1822-1824-1826-1828-1830-1832-1834-1836-1838-1840-1842-1844-1846-1848-1850-1852-1854-1856-1858-1860-1862-1864-1866-1868-1870-1872-1874-1876-1878-1880-1882-1884-1886-1888-1890-1892-1894-1896-1898-1900-1902-1904-1906-1908-1910-1912-1914-1916-1918-1920-1922-1924-1926-1928-1930-1932-1934-1936-1938-1940-1942-1944-1946-1948-1950-1952-1954-1956-1958-1960-1962-1964-1966-1968-1970-1972-1974-1976-1978-1980-1982-1984-1986-1988-1990-1992-1994-1996-1998-2000-2002-2004-2006-2008-2010-2012-2014-2016-2018-2020-2022-2024-2026-2028-2030-2032-2034-2036-2038-2040-2042-2044-2046-2048-2050-2052-2054-2056-2058-2060-2062-2064-2066-2068-2070-2072-2074-2076-2078-2080-2082-2084-2086-2088-2090-2092-2094-2096-2098-2100-2102-2104-2106-2108-2110-2112-2114-2116-2118-2120-2122-2124-2126-2128-2130-2132-2134-2136-2138-2140-2142-2144-2146-2148-2150-2152-2154-2156-2158-2160-2162-2164-2166-2168-2170-2172-2174-2176-2178-2180-2182-2184-2186-2188-2190-2192-2194-2196-2198-2200-2202-2204-2206-2208-2210-2212-2214-2216-2218-2220-2222-2224-2226-2228-2230-2232-2234-2236-2238-2240-2242-2244-2246-2248-2250-2252-2254-2256-2258-2260-2262-2264-2266-2268-2270-2272-2274-2276-2278-2280-2282-2284-2286-2288-2290-2292-2294-2296-2298-2300-2302-2304-2306-2308-2310-2312-2314-2316-2318-2320-2322-2324-2326-2328-2330-2332-2334-2336-2338-2340-2342-2344-2346-2348-2350-2352-2354-2356-2358-2360-2362-2364-2366-2368-2370-2372-2374-2376-2378-2380-2382-2384-2386-2388-2390-2392-2394-2396-2398-2400-2402-2404-2406-2408-2410-2412-2414-2416-2418-2420-2422-2424-2426-2428-2430-2432-2434-2436-2438-2440-2442-2444-2446-2448-2450-2452-2454-2456-2458-2460-2462-2464-2466-2468-2470-2472-2474-2476-2478-2480-2482-2484-2486-2488-2490-2492-2494-2496-2498-2500-2502-2504-2506-2508-2510-2512-2514-2516-2518-2520-2522-2524-2526-2528-2530-2532-2534-2536-2538-2540-2542-2544-2546-2548-2550-2552-2554-2556-2558-2560-2562-2564-2566-2568-2570-2572-2574-2576-2578-2580-2582-2584-2586-2588-2590-2592-2594-2596-2598-2600-2602-2604-2606-2608-2610-2612-2614-2616-2618-2620-2622-2624-2626-2628-2630-2632-2634-2636-2638-2640-2642-2644-2646-2648-2650-2652-2654-2656-2658-2660-2662-2664-2666-2668-2670-2672-2674-2676-2678-2680-2682-2684-2686-2688-2690-2692-2694-2696-2698-2700-2702-2704-2706-2708-2710-2712-2714-2716-2718-2720-2722-2724-2726-2728-2730-2732-2734-2736-2738-2740-2742-2744-2746-2748-2750-2752-2754-2756-2758-2760-2762-2764-2766-2768-2770-2772-2774-2776-2778-2780-2782-2784-2786-2788-2790-2792-2794-2796-2798-2800-2802-2804-2806-2808-2810-2812-2814-2816-2818-2820-2822-2824-2826-2828-2830-2832-2834-2836-2838-2840-2842-2844-2846-2848-2850-2852-2854-2856-2858-2860-2862-2864-2866-2868-2870-2872-2874-2876-2878-2880-2882-2884-2886-2888-2890-2892-2894-2896-2898-2900-2902-2904-2906-2908-2910-2912-2914-2916-2918-2920-2922-2924-2926-2928-2930-2932-2934-2936-2938-2940-2942-2944-2946-2948-2950-2952-2954-2956-2958-2960-2962-2964-2966-2968-2970-2972-2974-2976-2978-2980-2982-2984-2986-2988-2990-2992-2994-2996-2998-3000-3002-3004-3006-3008-3010-3012-3014-3016-3018-3020-3022-3024-3026-3028-3030-3032-3034-3036-3038-3040-3042-3044-3046-3048-3050-3052-3054-3056-3058-3060-3062-3064-3066-3068-3070-3072-3074-3076-3078-3080-3082-3084-3086-3088-3090-3092-3094-3096-3098-3100-3102-3104-3106-3108-3110-3112-3114-3116-3118-3120-3122-3124-3126-3128-3130-3132-3134-3136-3138-3140-3142-3144-3146-3148-3150-3152-3154-3156-3158-3160-3162-3164-3166-3168-3170-3172-3174-3176-3178-3180-3182-3184-3186-3188-3190-3192-3194-3196-3198-3200-3202-3204-3206-3208-3210-3212-3214-3216-3218-3220-3222-3224-3226-3228-3230-3232-3234-3236-3238-3240-3242-3244-3246-3248-3250-3252-3254-3256-3258-3260-3262-3264-3266-3268-3270-3272-3274-3276-3278-3280-3282-3284-3286-3288-3290-3292-3294-3296-3298-3300-3302-3304-3306-3308-3310-3312-3314-3316-3318-3320-3322-3324-3326-3328-3330-3332-3334-3336-3338-3340-3342-3344-3346-3348-3350-3352-3354-3356-3358-3360-3362-3364-3366-3368-3370-3372-3374-3376-3378-3380-3382-3384-3386-3388-3390-3392-3394-3396-3398-3400-3402-3404-3406-3408-3410-3412-3414-3416-3418-3420-3422-3424-3426-3428-3430-3432-3434-3436-3438-3440-3442-3444-3446-3448-3450-3452-3454-3456-3458-3460-3462-3464-3466-3468-3470-3472-3474-3476-3478-3480-3482-3484-3486-3488-3490-3492-3494-3496-3498-3500-3502-3504-3506-3508-3510-3512-3514-3516-3518-3520-3522-3524-3526-3528-3530-3532-3534-3536-3538-3540-3542-3544-3546-3548-3550-3552-3554-3556-3558-3560-3562-3564-3566-3568-3570-3572-3574-3576-3578-3580-3582-3584-3586-3588-3590-3592-3594-3596-3598-3600-3602-3604-3606-3608-3610-3612-3614-3616-3618-3620-3622-3624-3626-3628-3630-3632-3634-3636-3638-3640-3642-3644-3646-3648-3650-3652-3654-3656-3658-3660-3662-3664-3666-3668-3670-3672-3674-3676-3678-3680-3682-3684-3686-3688-3690-3692-3694-3696-3698-3700-3702-3704-3706-3708-3710-3712-3714-3716-3718-3720-3722-3724-3726-3728-3730-3732-3734-3736-3738-3740-3742-3744-3746-3748-3750-3752-3754-3756-3758-3760-3762-3764-3766-3768-3770-3772-3774-3776-3778-3780-3782-3784-3786-3788-3790-3792-3794-3796-3798-3800-3802-3804-3806-3808-3810-3812-3814-3816-3818-3820-3822-3824-3826-3828-3830-3832-3834-3836-3838-3840-3842-3844-3846-3848-3850-3852-3854-3856-3858-3860-3862-3864-3866-3868-3870-3872-3874-3876-3878-3880-3882-3884-3886-3888-3890-3892-3894-3896-3898-3900-3902-3904-3906-3908-3910-3912-3914-3916-3918-3920-3922-3924-3926-3928-3930-3932-3934-3936-3938-3940-3942-3944-3946-3948-3950-3952-3954-3956-3958-3960-3962-3964-3966-3968-3970-3972-3974-3976-3978-3980-3982-3984-3986-3988-3990-3992-3994-3996-3998-4000-4002-4004-4006-4008-4010-4012-4014-4016-4018-4020-4022-4024-4026-4028-4030-4032-4034-4036-4038-4040-4042-4044-4046-4048-4050-4052-4054-4056-4058-4060-4062-4064-4066-4068-4070-4072-4074-4076-4078-4080-4082-4084-4086-4088-4090-4092-4094-4096-4098-4100-4102-4104-4106-4108-4110-4112-4114-4116-4118-4120-4122-4124-4126-4128-4130-4132-4134-4136-4138-4140-4142-4144-4146-4148-4150-4152-4154-4156-4158-4160-4162-4164-4166-4168-4170-4172-4174-4176-4178-4180-4182-4184-4186-4188-4190-4192-4194-4196-4198-4200-4202-4204-4206-4208-4210-4212-4214-4216-4218-4220-4222-4224-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if
housework
makes you
tired...



There are ten reasons...

Improper food, worry and hurry, wrong clothing, bad air, not enough light, drab surroundings, poor work habits, boredom, standing, lack of goals and plan.

And a remedy...

for every reason!...Mary Rouse, home economist, highlights reasons and remedies in a short article, set in big type—two pages that can be cut out, and posted in any kitchen as a guide and index for women who work at home...And women in more than 1,200,000 homes read and heed the practical help given by one of this country's great home service magazines—SUCCESSFUL FARMING!



These women readers of SF constitute one of the best class markets in the country today. A decade of farming prosperity, good crops and high prices has set new standards for farm living, is revolutionizing the farm home. Electrification, remodeling and new building have opened a huge new market for central heating, multiple bathrooms, major appliances, modern kitchens, new furniture and furnishings.

Nearly a million of these SF farm families are in the 15 heart states...with the best land, largest investment in livestock, building and machinery, highest yield in cash crops—and average incomes more than 50% ahead of the US farm average. General media and TV merely fringe this market as yet, but SF reaches the best and the most of it, has real influence founded on fifty years of service...is needed to balance any national advertising schedule!

Get the details from any Meredith office...
Meredith Publishing Company,
Des Moines...New York, Chicago,
Detroit, Cleveland, Atlanta,
San Francisco, Los Angeles.



small amount of copy devoted to passing on ideas—pointers—sales tips. Talking about your big consumer campaign to help move the product is good—but not good enough. There seems to be an assumption that the reason-why copy in consumer publications or over the air is known and understood by the store salespeople—or that the consumer will understand, believe and remember the talking points given in the ad. The answer is likely to be “No” in both cases. Go in to a strange store and ask why you should buy your own product.

Then ask yourself, “Would I buy if offered no better reason than that?”

The ambitious salesperson reads the business papers and will get ideas directly if you use your space informatively. To others the ideas will filter down from the boss if you tell him in his magazine.

Business paper advertising could be, should be, more dynamic, and contain more selling ideas. Schlitz, for example, makes effective use of *Grocer Graphic* in the difficult and highly competitive New York market with full pages, mostly pictures, sug-

gesting the Schlitz Profit Test—a simple display idea designed to compare Schlitz turnover with other beers.

Hamilton Beach, in *Jewelers' Circular-Keystone* and other magazines, preaches profit—but gives talking points and reasons which the salesperson can use on the consumer, so that the profit is more likely to become a reality rather than something on a price tag.

But in general the kind of business paper advertising being conducted currently is not designed to clear up the greatest bottleneck in selling—the lack of selling ideas and product feature know-how at the retail level.

This series will be continued in the March 1 issue. Space limitations confined the shopping experiences in this installment to TV sets and appliances. Next time there will be a wider range.

“Adventures in Shopping” is a first-of-the-month feature which started in December, 1950. The 16th instalment will appear March 1. Reprints are available through the Readers' Service Bureau at 25 cents each, two instalments per reprint as, for example, December 1, 1951, and January 1, 1952.

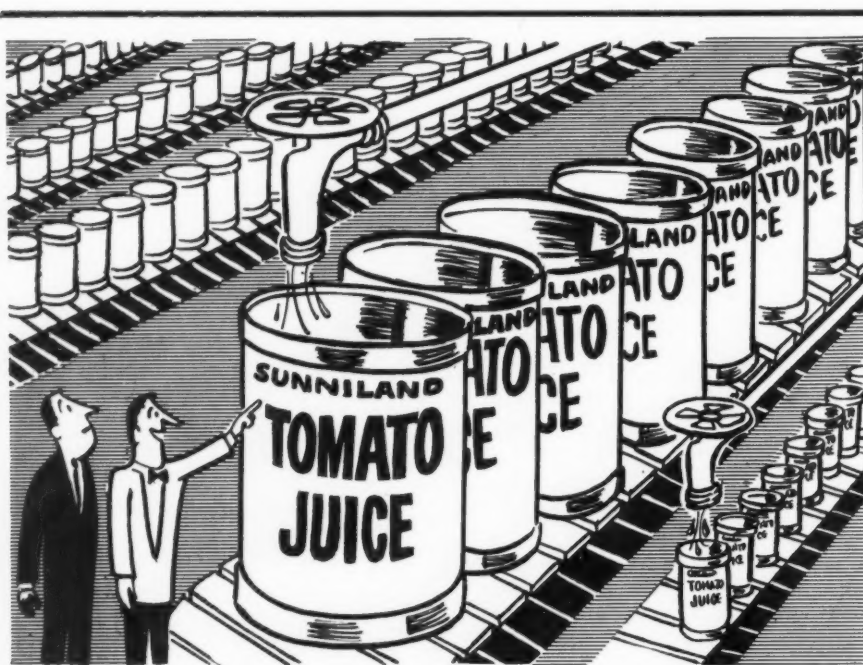
American Builder's Look At Construction Industry

American Builder is showing a new slide presentation to manufacturers and agencies titled “The History of *American Builder* and the Light Construction Industry.” The series of 36 slides traces the industry from 1879, the date of the founding of *American Builder*, to the present and forecasts home building, commercial construction, and farm building for the next 10 years.

The presentation also deals with the editorial campaigns that *American Builder* has waged since 1930, including its promotion of a Federal Housing Administration in 1933, More House for the Money in 1937, Build Now for Security in 1940, the formation of the National Association of Home Builders in 1945, and National Home Week in 1947.

Looking forward, the *American Builder* presentation shows the opportunity for slum clearance by private enterprise, homes for older people, and remodeling, which will greatly improve the appearance and living standards of the nation.

The presentation employs a new Visual Cast projector.



"This is the size we make for the Growing Greensboro Market!"

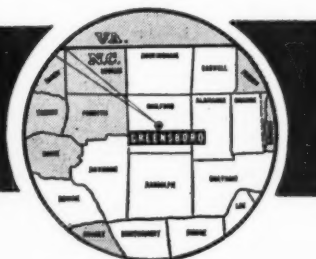
WISE ADVERTISERS HAVE THE ANSWER to bigger sales—in the Growing Greensboro Market in the South's Leading State . . . Over 1/6 of North Carolina's 4-million population live in the Greensboro 12-County ABC Market, and account for 1/5 of the state's \$2¼-billion retail sales . . . Food purchases total 1/5 of the state's \$487-million . . . Biggest selling punch in this high calibre market is the 100,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

Bureau of Census Figures

**Greensboro
News and Record**

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



No Need for 'Tricks,' Designer Tells Ad Club

Says product's flaws can't be hidden by designer's floss

Good industrial design is a silent salesman, an unwritten advertisement, an unspoken radio or TV commercial. That's what Henry Dreyfuss, designer, told members of the Adcraft Club, Detroit, January 25. He said that design and advertising are "handmaidens" of industry.

Mr. Dreyfuss uses a "five-point yardstick" to measure new design projects, and maintains that the same measuring device can determine the degree to which an advertiser "can get his teeth into the product." The points: (1) convenience of use and safety; (2) ease of maintenance; (3) cost of manufacture; (4) sales appeal; (5) appearance.

"If the product is convenient to use, easy to maintain, reasonably priced from the standpoint of consumer and manufacturer, possesses sales appeal and is good to look at—then the advertising job is made easier. In fact," he said, "if the product measures up on all five points, your advertising campaign practically writes itself." Advertising need not be built on "trick slogans that describe everything but the basic worth of the product," he said.

Half 'n' Half

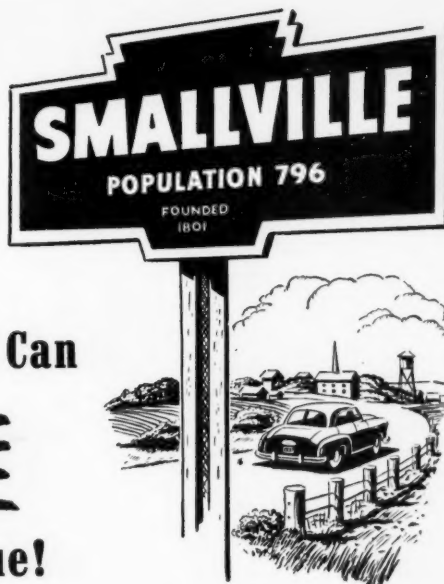
If the five points are *really* fulfilled by the designer, Mr. Dreyfuss said, half the job of mass selling has been done. "The other half," he continued, "is the advertising man's task; that is, informing enough people of those five points."

He warned the Detroit group that designers couldn't contribute the floss when there is a flaw in the product. "If there's bad soup in the can, no amount of tricky labeling or packaging is going to make it good or long fool the housewife who picks the pretty can off the shelf."

He said that in his opinion tricky packaging is an outright prostitution of the principles of both design and advertising. "Too often the package really is a disguise for inferior merchandise . . . aside from the ethics involved, this isn't smart. No matter how much silk you put on a sow's ear, it's a sow's ear still, and the public doesn't stay fooled very long."

Here's Where You Can MEASURE

Advertising Value!



Behind the "merchandising curtain" in the True Small Towns, where coupons, sampling, deals and sales 'hypos' are too expensive, advertising in its simplest form takes off its coat and goes to work.

Any doubting Thomas who questions the impact of the printed word should study the low cost of selling things to Small Town families . . . as reported in GRIT's 1951 Reader Survey.

This 16th annual report tells how 650,000 families (nearly 3,000,000 men, women and children) buy durable goods, perishables, impulse items,—the whole gamut of occasional and frequent purchases.

You will see how *brands* advertised in GRIT outsell those which neglect this huge group of consumers . . . as big as the city zones of Milwaukee, Indianapolis, Seattle and Salt Lake City combined.

You will see how *products* advertised in GRIT buck national trends simply *because they are* advertised in GRIT. You will see remarkable loyalties hold year after year.

Our representatives, Scolaro, Meeker & Scott (in Detroit, New York and Chicago) will show you how little it costs to buy dominant space in GRIT. "GRIT sells for its advertisers . . . it can sell for you."

Chevrolet and Ford ownership among GRIT families is higher than the national figure. Both cars are advertised in GRIT.

	% ownership in GRIT families		% registration new cars, nationally	
	1950	1951	1950	1951
Chevrolet	29.2	29.4	23.1	21.5
Ford	23.6	23.9	19.5	17.3

Note that ownership of these cars increased among GRIT families — decreased nationally. New car figures courtesy Motor Age.



WILLIAMSPORT, PA.

SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY

the special procurement problems of

product designers

give you real selling opportunities

did you know:

... that finding suitable materials and components often gives product designers a tough time?

... that even complete product specifications may not tell a product designer that you have what he wants?

... that many product designers need to have the bare facts interpreted in terms of their requirements?

The product designer consults available manufacturers' catalogs in the hope of finding products described in terms of ranges of application and performance, physical characteristics, dimensional specifications and cost. Only when he discovers products that might reasonably be expected to suit

his special purpose; can he decide where to take further buying action—which suppliers to write—whose salesmen to call in.

Sweet's recently concluded an intensive investigation of the buying practices and information needs of product designers. The findings of this study, available in the booklet, "What Product Designers Want to Know," clearly indicate that any manufacturer of materials, finishes or components can improve his marketing efficiency with a good catalog designed especially for product engineers—one that will make it easier for them to size up the possible application of his product to their needs.

Sweet's can help you get the most out of your catalogs

Sweet's is an organization of catalog specialists. Here, one hundred and eighty people, working in

here's how

Sweet's can work for you

**You may order
these services
separately,
or in any
combination.**

Sweet's design department is staffed by experienced consultants, technical copywriters, draftsmen and artists. Your individual requirements, whatever they may be, receive individual treatment by men specially trained for this work.

plan—consultation and analysis of products and markets; determination of catalog's objective, scope, content and distribution.

rough dummy—outline of content and format.

finished dummy—complete content and format specifications, ready for production.

Because of the great number of manufacturers' catalogs handled, Sweet's can offer the economies of quantity production with no sacrifice of quality.

Even if other Sweet's services are not desired, it may be found convenient to have some or all of the details of production handled by one responsible organization.

Sweet's will take complete charge of the execution of orders for any or all of the following: drawings, photographs, engravings, type composition, electrotypes, printing and binding.

Sweet's services in the product engineering market are available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of buying power.

individual distribution—by purchase of accurate list compiled by Sweet's, or by using Sweet's mailing facilities.

pre-filed distribution—by having catalogs permanently bound and indexed in **PRODUCT DESIGN FILE**. This method has the advantage of keeping catalogs instantly accessible at all times in 16,000 prospective buyers' offices.

coordinated departments, stand ready to give you expert assistance in designing, producing or distributing market specialized catalogs, or, if you wish, to handle the entire operation.

Our services cover the entire range of catalog procedure—starting from the planning stage and ending with printed copies open under the eyes of your prospective buyers. You may order these services separately, or in any combination, as your needs require.

Year after year, Sweet's handles more catalogs than any other organization—in 1951, over *thirty-eight million* copies. During its long experience in this specialized work, Sweet's has taken a leading part in developing and applying principles and procedures which have greatly improved the performance of manufacturers' catalogs. It has helped hundreds of clients find the answers to a wide variety of individual catalog problems.

Whether your problem is one of catalog content and format, or of good printing at reasonable cost, or of catalog distribution to cover your market effectively, or simply to get relief from a vast amount of time-consuming work—you will find the expert help you need in the Sweet's organization.

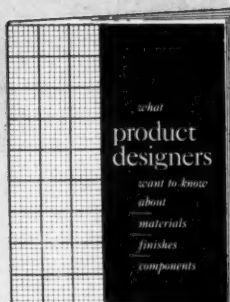
The Sweet's District Manager in your territory will detail these services in terms of your particular requirements. Call him in for a discussion of your catalog needs.

New York 18—119 West 40th Street—LONgacre 3-0700
 Boston 16—31 St. James Avenue—HANcock 6-0700
 Buffalo 2—70 Niagara Street—CLEveland 8200
 Chicago 54—700 Merchandise Mart—WHitehall 4-4400
 Cincinnati 2—American Building—GARfield 2800
 Cleveland 15—1422 Euclid Avenue—CHerry 1-7256
 Detroit 26—548 Free Press Building—WOODward 1-2745
 Los Angeles 17—1709 West 8th Street—DUNKirk 3-1177
 Philadelphia 7—1321 Arch Street—LOCust 7-4326
 Pittsburgh 19—411 Seventh Avenue—ATLantic 1-8220
 St. Louis 1—721 Olive Street—CHEstnut 7388



Sweet's Catalog Service

**Designers, Producers and Distributors
 of manufacturers' market-specialized catalogs**
 DIVISION OF F. W. DODGE CORPORATION
 119 WEST 40TH STREET • NEW YORK 18, N. Y.



**what
product
designers
want to
know**

FREE—36 8½" x 11" pages of ideas on the selection and preparation of effective product information material for design engineers. Product design and development men themselves wrote this handbook. That's what it is, literally—a handbook of what designers say they need to know about products. In their own words, they describe the kind of information that enables them to identify your products with their needs and induces them to get in touch with you. A copy is available at no cost to any industrial marketer or agency man interested in the product engineering market.



FREE—this booklet tells you all about Sweet's services in the product engineering market—also in the plant engineering and construction markets.

Sweet's Catalog Service . . . Please send me a free copy of:

- ☐ "What Product Designers Want to Know about: Materials; Finishes; Components."
☐ "Market Specialized Catalog Services."

NAME _____ TITLE _____
 COMPANY _____
 STREET _____
 CITY _____ ZONE _____ STATE _____

Proud of Your Product?



GIVE IT

THE MARK
OF QUALITY

A METAL NAME PLATE

BY



They look better... longer

There's real sales-making value in a sparkling metal name plate produced by our skilled craftsmen. We gladly cooperate with sales and advertising executives in creating name plates which provide standout identification and spotlight the product. For detailed information and quotations, without obligation, write

CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
Subsidiary of
Dodge Mfg. Corporation, Mishawaka, Indiana



Maybe your business
looks like this

All right, your business *isn't* a greedy octopus . . . but it might as well be one if people think it is.

Public opinion doesn't have to be right about you. That's why it's so vitally important to see that the facts are kept straight.

The best group of fact straighteners in the business is made up of 1,000,000 public school teachers and school executives. They guide the thinking of more than 26,000,000 youngsters. What teachers say reaches millions of parents, too.

Tell America's teachers about your product, business or industry in the teachers' own magazines . . . the 44 State Teachers Magazines. Each publication covers the educational field in one state. Total basic circulation is 839,934.

Write for the free folder, "My Teacher Says. . ." Address Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Ill.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

An \$18 Billion Market: A booklet issued by *Materials & Methods* summarizes market and media information on the market for materials, parts, finishes and materials processing equipment in the hard goods manufacturing industries. It identifies the men who select and specify engineering materials and materials processing methods and equipment, and shows the kinds of information needed by them before selection and specification take place. It also tells how *Materials & Methods'* editorial coverage of developments in this field attracts the men who exercise the materials specification function. Write to William P. Winsor, Publisher, *Materials & Methods*, 330 W. 42nd St., New York 36, N. Y.

\$2.82 Is the Answer: That's the average cost to an industrial distributor to handle industrial supply items represented by a single line of billing—each item on an order—as shown in an educational report prepared under the supervision of the Research and Planning Committee of the National Supply and Machinery Distributors' Association. The distributor loses money if his sale price of a typical item does not include provision for \$2.82 for handling the merchandise. If you would like to view your product through the eyes of distributors, send your request for a copy of the report to Henry R. Rinehart, Secretary, National Supply and Machinery Distributors' Association, 1900 Arch St., Philadelphia 3, Pa.

A Key for Foreign Business Firms to Open the U. S. Market: A booklet put out by *The New York Times*, outlining a specific method of entering and selling the U. S. market with cooperative group advertising. It reprints an address given in Europe by Dr. Eric W. Stoetznner, director of foreign advertising for

The Times. Copies of the booklet are being mailed to more than 4,000 business, trade and government leaders abroad. It emphasizes that "co-operative group advertising affords an economical and effective means for businessmen abroad to enter the U. S. market when their budgets do not allow them to enter it singly. . . . It is a means by which business firms with mutual interests band together to cooperate in their advertising and promotional efforts. . . . Their mutual interests can be classified, more or less, into two different kinds: geographical or industrial." Included are specific examples of how successfully group advertising has been used by U. S. advertisers. Write to the Research Department, *The New York Times*, Times Square, New York 18, N. Y.

Tips on How to Maintain Good Press Relations: The Department of Personnel and Public Relations, Railway Express Agency, Inc., presents in booklet form the importance of friendly association with members of the press. While written originally for Railway Express drivers, it should be valuable to any company which is primarily an organization of people—men and women with whom the public transacts business. It explains how the people on the staffs of newspapers, magazines, broadcasting and telecasting stations operate: the duties of the publisher and editor, reporters—"legmen" and "beatmen;" how the "city desk" and "rewrite men" work; how newspapers, wire services, radio and television stations keep the nation informed; what makes news; how to get to know "the gentlemen of the press," and how to get along with them and mold favorable public opinion for your company and its services. Write to Victor Dell Aquila, Advertising Manager, Railway Express Agency, Inc., 230 Park Ave., New York, N. Y.

Textile Salesmen's Directory:

Published by Frederick Kogos Publishing Co., publisher of *Apparel Manufacturer*, it is reported to be the first national compilation of names, addresses and telephone numbers of sales executives and representatives for suppliers of textiles and trimmings used by American apparel manufacturers. There are 3,300 names listed alphabetically for each leading apparel market, as well as for other parts of the country. Local textile clubs are also listed. Write to Frederick Kogos, Publisher, Frederick Kogos Publishing Co., 1133 Broadway, New York 10, N. Y.

A Report from the Braniff States of America:

Published by Braniff Business Bureau, Braniff Airways, Inc., it's the 1951-52 report of a continuing study of the business region served by Braniff International Airways, bounded by the Great Lakes, the Tennessee hills, the Rockies and the Gulf. In this area live 34,000,000 people, having created \$58 billion in goods and services—nearly \$8 billion more than last year. The report indicates an increase in purchasing power—a gain of 8% in 1949, 10% in 1950, and an estimated 10% this year. It presents the basic trends that have been established during the first three quarters of 1951 and projects them in the first six months of 1952. Write to T. E. Braniff, President, Braniff Airways, Inc., Dallas, Tex.

Answer Book for Sales and Advertising Executives:

A booklet issued by Dickie-Raymond, Inc., which has a lot to say about direct advertising as it applies not only to peacetime selling, but how it can be applied to help solve the problems of a divided economy. It answers such questions as: How much of a contribution can direct advertising make to business in today's selling markets? It explains what jobs direct advertising is properly designed to do, and how to apply it to obtain maximum results. It also shows the benefits of professional and outside counsel: a section of the booklet answers questions on what Dickie-Raymond does—and how it does it. Illustrations include booklets used by leading companies for sales leads and support for salesmen; acceptance and sales for products and services; promoting public, customer and employee relations; direct advertising in a wartime economy. Write to Leonard J. Raymond, President, Dickie-Raymond, Inc., 80 Broad St., Boston 10, Mass.

There's a
BIG DIFFERENCE
between
an average good singer
and a

*Metropolitan Opera
Star!*



And there's a big difference between the role of Houston's other two papers and that played by *The Chronicle*—the champion in advertising, circulation and readership.

1951 TOTAL ADVERTISING LINAGE

Source: MEDIA RECORDS

CHRONICLE	POST	PRESS
36,671,355	24,648,385	10,637,602

The Chronicle's 1951 excess linage over POST, 48.8% and over PRESS, 244.7%

39 consecutive
years of leadership
in both circulation
and advertising

For additional facts about the No. 1 paper in the South's No. 1 market, contact your nearest Branham Company Office.

The Houston Chronicle

R. W. MCCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

Largest and most comprehensive readership survey in history

conceived, supervised and tabulated
by McGraw-Hill Publishing Company

places **MILL & FACTORY** over

These **18** companies participated in the
readership survey:

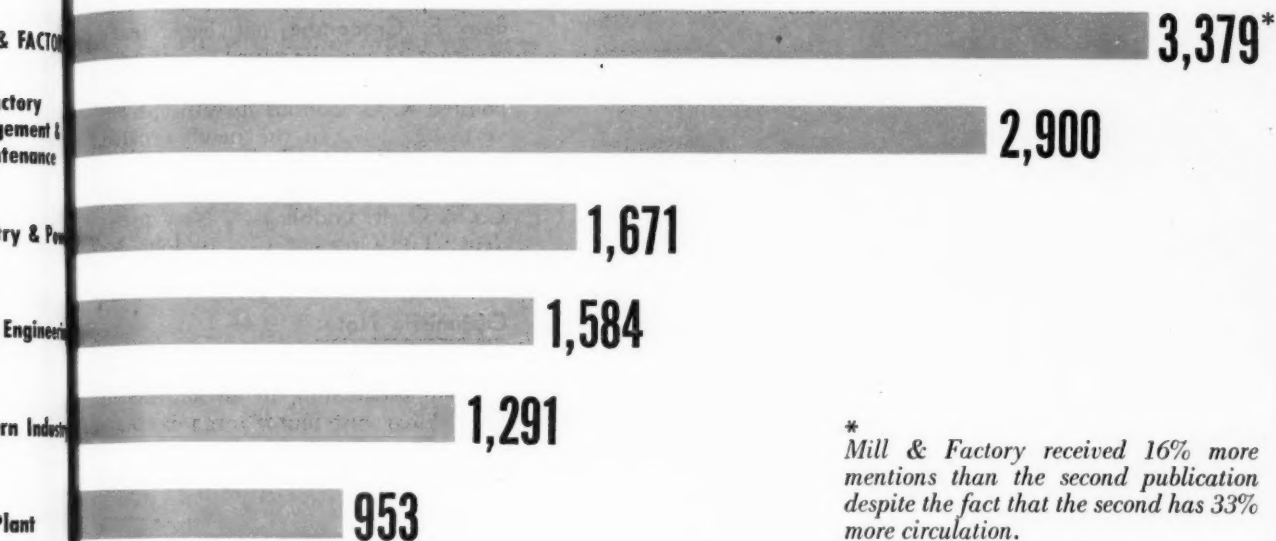
Aluminum Company of America	P. R. Mallory and Company, Inc.
The Black and Decker Manufacturing Company	Minneapolis-Honeywell Regulator Company,
Brown and Sharpe Manufacturing Company	<i>Brown Instruments Division</i>
Crane Company	Socony Vacuum Oil Company
Dodge Manufacturing Corporation	Union Carbide and Carbon Corporation
General Electric Company,	<i>Bakelite Company</i>
<i>Apparatus Department</i>	<i>Carbide and Carbon Chemicals Company</i>
The Goodyear Tire and Rubber Company,	<i>Electro Metallurgical Company</i>
<i>Mechanical Rubber Goods Division</i>	<i>Linde Air Products Company</i>
Harnischfeger Corporation	United States Steel Company
Hyster Company	Westinghouse Electric Corporation,
	<i>Apparatus Division</i>

The individuals contacted in this survey were identified by these
participating companies as those men in industry who, regardless
of title, control and influence the purchase of their products.

1. MILL & FACTORY
2. Factory Management & Maintenance
3. Industry & Power
4. Plant Engineering
5. Modern Industry
6. The Plant

TOTAL MENTIONS

for the general industrial publications



* Mill & Factory received 16% more mentions than the second publication despite the fact that the second has 33% more circulation.

Overwhelmingly first in its field

COST PER MENTION

1. Mill & Factory 14.5¢
2. Factory Management & Maintenance 22.4¢*
3. Industry & Power . . . 26.6¢
4. Plant Engineering . . . 27.7¢
5. The Plant 37.7¢
6. Modern Industry . . . 55.7¢

*It costs you 50% more in the next lower ranking industrial publication to reach the men who control and influence buying.

This joint survey—the largest ever conducted in the industrial field—demonstrates conclusively the outstanding superiority of the unique Mill & Factory circulation method in reaching the men in industry, regardless of title, your salesmen have to see to sell your product.

Dollar for dollar, and buyer for buyer, your best medium for advertising your products to the general industrial market is Mill & Factory.



205 EAST 42ND STREET, NEW YORK 17, N. Y.
REACHES THE MEN, REGARDLESS OF TITLE, YOUR
SALESMEN MUST SEE TO SELL YOUR PRODUCT.

People and their Ideas



GOODRICH'S RICHARDS & BRANDT

New Sales Jobs

New sales vice-president of B. F. Goodrich Chemical Co. is **James C. Richards, Jr.** and **Allyn I. Brandt** is the new general merchandising manager for the company. . . . **Donald A. Duff** has been elected executive v-p and general manager of Colonial Airlines, Inc. . . . Major changes in the Sales Department of Libbey-Owens-Ford Glass Co. have been announced: **J. M. Johns** has been named general manager of the new L-O-F Fiber Glass Division after having served as general manager of industrial sales; **E. M. Everhard** has been named to the newly-created post of general sales manager. . . . **Harry Roehm** is the new sales manager for Domestic Products, Cory Corp. . . . New general sales engineer of Otis Elevator Co. is **Sidney J. Clark**. . . . **Emil P. Nensel** has been appointed sales manager of the Water Heater Division, Servel, Inc. . . . New sales manager of Prince Gardner is **Emerson E. Hawley**. . . . Ecko Products Co. has several important sales changes: **Edward Marder**, v-p, will assume direction of the firm's new Flatware Sales Division; **Harold Adams** is the new assistant sales manager for nationally-advertised lines by the company and **Donald R. Long** is new general sales manager of the Staple Brands Division. . . . **William I. Campfield** has been appointed sales manager of building products for The Steelcraft Manufacturing Co. . . . New general sales manager of both the Hosiery and Lingerie Divisions, Gotham Hosiery Co., Inc., is **J. W. Egan, Jr.** . . . The Torrington Manufacturing Co. has a new presi-

dent—**Dudley B. Robinson**. . . . Election of **William A. Jahn** to the post of v-p in charge of sales, Inland Steel Products Co., has been announced.

. . . and other executive appointments

Arthur R. Hines has been elected a commercial vice-president of the Marketing Services Division of the General Electric Co. . . . In a movement to broaden the divisionalization program of Philco Corp., **John M. Otter**, formerly v-p and general manager of the Refrigeration Division, has been assigned management of all Philco appliances, including electric ranges and air conditioners. **Thomas A. Kennally**, former president of the Refrigeration Division, will become v-p on the executive staff and chairman of the distribution committee. **Raymond B. George** has been named corporate v-p of merchandising and **Frederick D. Ogilby** will become v-p,



G-E'S HINES

Television and Radio Division. . . . **Louis J. Coppola** is the new manager of government sales for the Mechanical Goods Division, United States Rubber Co. . . . New merchandising manager for Minute Maid Corp. is **George H. Hennessey**. . . . **Edward R. Anderson** has been named president, American Forge Division, American Brake Shoe Co. and **William E. Crocombe** has been made assistant to the chairman. . . . Good-year Tire and Rubber Co. has appointed **K. C. Zonsius** director of advertising. . . . In the newly-created post of field promotion manager, Williamson-Dickie Manufacturing Co. is **O. R. Lodbill**. . . . New president, The Crescent Co., is **John M. Sapinsley**.

Optimistic Note:

Said Philco Corporation's president, **William Balderston**, in an address to the Philco distributor organization: ". . . Despite the threat of material restrictions, we look forward to an



PHILCO'S OTTER

increasing percentage of the market right across the board. We believe that the public will be buying more and more in terms of high quality, as their purchases take on the aspect of a long-term investment due to the uncertain international situation."

Door-to-Door Selling: A Defense

From a bulletin, "The Right of Free Men to Engage in Legitimate Business," published by National Better Business Bureau, Inc., comes this quote: ". . . Housewives welcome the comfort, convenience, service and personal demonstrations which the direct seller brings them. Business operates under the stern injunction of economic necessity to please its customers. If they did not like this method of selling it would have passed out of the picture long ago."

A comatose old diabetic

Got suddenly too energetic,

"Oh, dear!" said his nurse,

"He was better when worse —

Please airFREIGHT some more anesthetic!"



Overnight Deliveries Laboratory-fresh

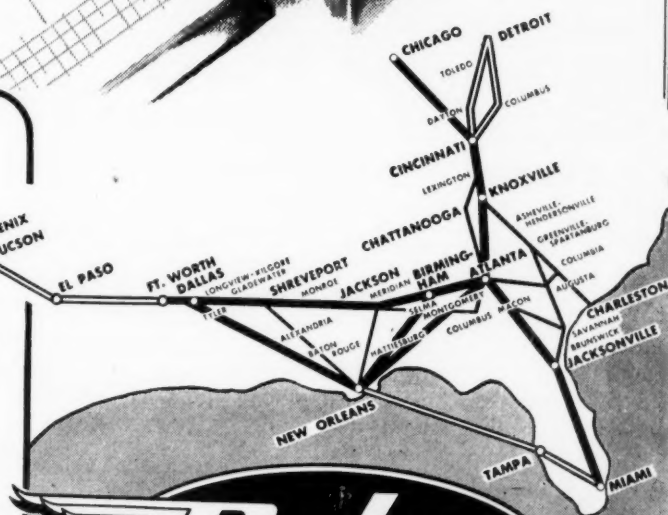
Drugs, serums and all pharmaceuticals can be kept at full inventory but laboratory-fresh with overnight deliveries via Delta. Other perishables, too, arrive in prime state when they fly with Delta.

Typical rates per 100 lbs.

CHICAGO - ATLANTA	\$6.55
CINCINNATI - NEW ORLEANS . .	8.00
DALLAS - BIRMINGHAM	5.56
CHICAGO - MIAMI	12.30

For complete commodity rates and schedules, write airFREIGHT Department, Delta Air Lines, Atlanta, Ga.

SAN FRANCISCO
OAKLAND
LOS ANGELES
SAN DIEGO
PHOENIX
TUCSON
EL PASO





SHOE CUSTOMERS like additional information . . . dealers need new sales aids. This is a big reason . . .

Why Kushins' Dealer Policy Is: "Help Before You Ask for the Order"

It means assistance on all of the retailers' problems, not just on Kushins' shoes. It's been the foundation stone of a West Coast business that was just a glimmer in the eye and consisted of some one else's defunct factory in 1945.

What is our first, most vital need for the long-range development of effective selling? That's what Jerome M. Kushins' staff of experienced shoe industry management and merchandising men asked when, in 1945, he bought a defunct shoe factory in Santa Rosa, Calif., set up Kushins, Inc., and began to manufacture quality work shoes and boots.

The answer: loyal, aggressive dealer organization—a force which would have confidence in the manufacturers.

Kushins' men were up against established, competitive names in the

shoe business, yet they had to build distribution, and build it fast. Profits in these days of mass production come with volume—and you can't get volume without being competitive. The almost irresistible temptation for the newcomer is to force the gate with a cut-price wedge, but Kushins wouldn't consider it. Retail prices range from \$6.95 to \$29.95. Kushins has not entered the dress or children's shoe line.

Says Mr. Kushins: "Even before working for consumer recognition, we believed we needed a dealer force we could rely on to take our story of

quality work shoes to the consumer. We believed we could accomplish our objective through salesmanship and through a kind of merchandising all along the line, which is new to the shoe business and a crying need."

A program subsequently worked out by the Kushins team was planned to hinge on two merchandising devices: a Kushins-Dealer Partnership Agreement, to help the Kushins sales force in selling to the retailer; a Kushins-Consumer Partnership Agreement to help the retailer sell at point-of-purchase.

So effective did this program prove that within six years the new company was the busiest manufacturer on the West Coast, with a dealer organization of 1,800 outlets. Current annual sales run one and a half million dollars.

The Dealer Partnership Agreement is this: Kushins pledges that the firm will supply quality footwear year after year, provided dealers will pre-

Something Missing...

like California
without the
**BILLION
DOLLAR
VALLEY
OF THE
BEES**

As many people as Detroit! As much buying power as Boston and Pittsburgh combined!* That's California's inland market—the Billion Dollar Valley. But remember—it's an independent market. One you just don't cover with San Francisco or Los Angeles papers. To do the job, you need the solid local papers—The Sacramento Bee, The Modesto Bee and The Fresno Bee.

*Sales Management's 1951 Copyrighted Survey



McClatchy Newspapers

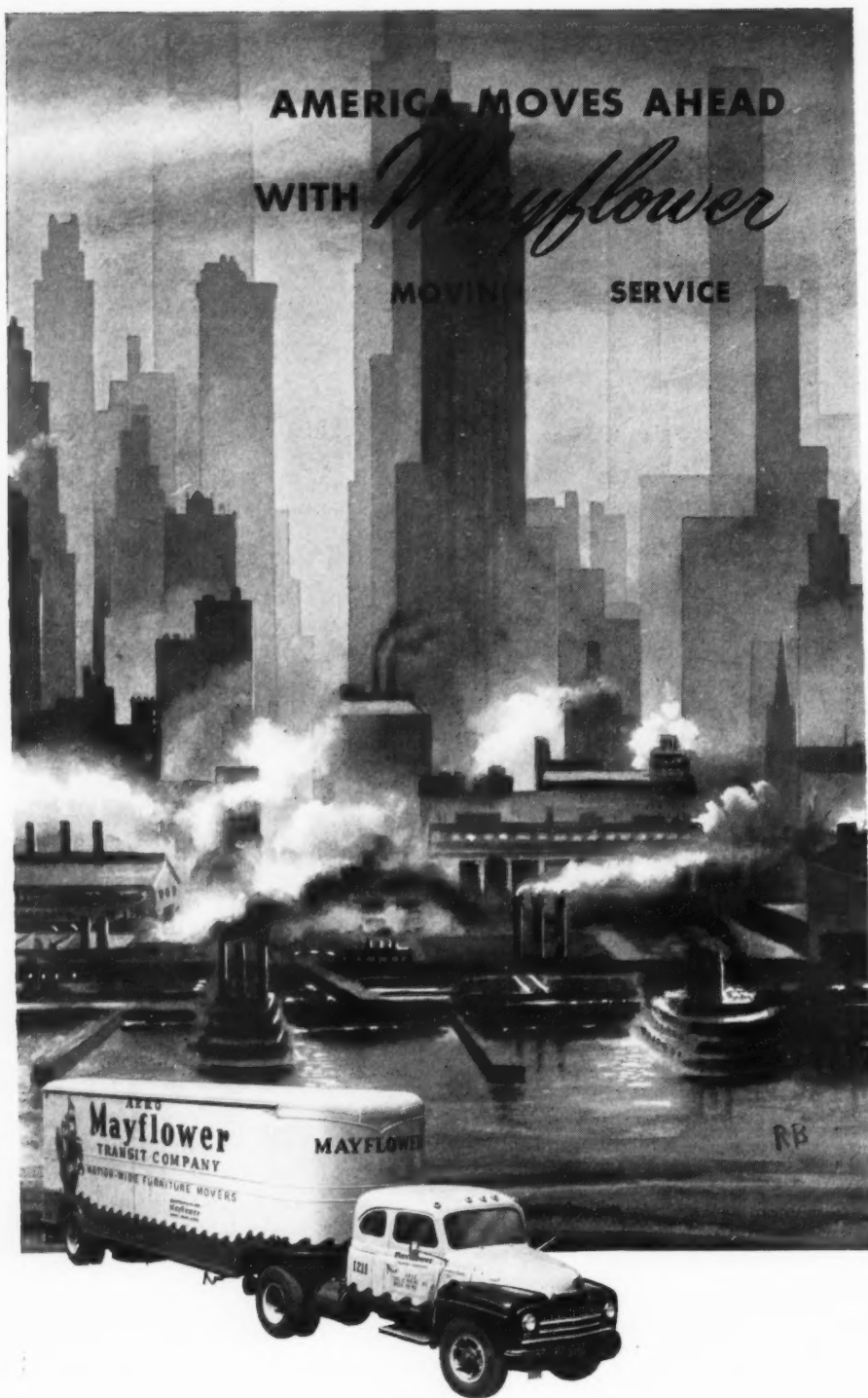
THE SACRAMENTO BEE

• THE MODESTO BEE •

THE FRESNO BEE

National Representatives . . . O'Mara & Ormsbee, Inc.

FEBRUARY 1, 1952



WHEREVER YOU GO in this beautiful country of ours, the brilliant green and yellow Mayflower vans with the big red letters on the side are part of the scene. Mayflower vans travel more miles every year than any other long-distance mover, helping America move ahead in peace and in war. Mayflower is the safe, easy way to move long-distance anywhere in the United States or Canada. Try it!

"AMERICA'S FINEST"
Long-Distance Furniture Movers
AERO MAYFLOWER TRANSIT COMPANY • INDIANAPOLIS

sent the shoes and boots "with the sincerity and enthusiasm they deserve." Result: consumer satisfaction and "increased profits with dealers and employes sharing in the benefits." The agreement, worked out with the help of Hoefler, Dieterich & Brown, Inc., San Francisco merchandising and advertising counseling firm, put the manufacturer-retailer relationship on a solid footing from the first field contact. It is now the basis for a dealer support program which has upped sales to a seven-figure volume in five years.

No mere scrap of paper to Kushins, the agreement is a means of dramatizing the interdependence of manufacturer and dealer. It has practical meaning as well as psychological validity, and will not fold up like an attention-getting, foot-in-the-door stunt.

The 10 salesmen who cover the company's territory approach dealers not as dealers from whom they want orders, but as partners or prospective partners of Kushins in selling the best work shoe they can jointly bring to consumers. This consciousness of going in to *help* and not to "get an order and get out" conditions field men to regard the dealer as a member of the firm. This attitude is kept fresh through an annual two-week meeting at the plant where new developments, aids and programs are reviewed. Dealers respond with loyalty and enthusiasm.

Kushins used its partnership agreement, too, to set the stage for the entire dealer program which includes: (1) packaging and brand identification that brings something new into the merchandising of boots and shoes; (2) a dealer house publication which educates the dealer and his personnel in successful selling, a catalog, a presentation of selling aids—each a means of keeping the Kushins field force before the dealer; (3) advertising guidance, mats, and radio spots in record form; (4) unusual point-of-purchase promotional pieces; (5) descriptive four-page folders and eye-catching price tags.

Packaging and Brand Identification: Shoe boxes, generally, have never outdone themselves to sell shoes. But Kushins ignored tradition, designed a distinctive package which is an effective sales aid, showing at a glance—even to a person unable to read—that a Kushins product is inside. The brand and company slogan, "Work Shoes That Wear Better," appear in red. The Kushins Consumer-Partnership Agreement is now printed on many of the box tops. The "pledge"

here is to provide "Comfort . . . Appearance . . . Quality . . . Workmanship." The meaning of each is briefly described. The customer is asked to "compare our brands with any other work shoes or boots."

Box tops also point to customer benefits from the effective operation of the partnership agreement through "complete footwear satisfaction" and "at substantial savings in price." A box top such as that left where the customer can see it while the salesperson goes for another size or style of shoe can't help but reinforce retail selling.

An important feature of the merchandising is the way in which everything seen by the dealer or consumer—advertising, stationery, packages, order cards, price lists, price tags, customer folders—are related in color, design and symbol. Yellow backgrounds, the warm brown of a redwood tree, the red highlight of the brand name are repeated over and over.

House Publication: A 36-page dealer house publication titled, "Sales Talk," is mailed bi-monthly to dealers. It helps to maintain friendly contact and provides the retail organization with selling and promotional ideas, case histories, and practical hints which can be applied by the retailer and his staff: This portion is syndicated. The middle 16 pages are produced by Kushins, 12 of them catalog material, and four devoted to descriptions of available dealer aids, with instructions for obtaining them. The inside front cover carries a message or special announcement to Kushins dealers. On the outside back cover is the partnership agreement or other company information. Inside the back cover, under the head of "Your Kushins Representatives," are pictures of head field men in each of the seven territories, with their names and addresses.

Each issue carries, as inserts, the latest price list and order card. The latter, a business-reply postal card in company colors of redwood brown and poppy yellow, is a dealer aid in itself, printed so the dealer or his buyer can easily place an order for complete stock replenishment. A well mechanized factory in-stock inventory plan provides immediate delivery of any shoe style and size dealers may require. This enables him to carry a minimum stock at all times. The dealer, therefore, can order without waiting for a salesman to call.

Kushins partnership concept dictates that after the shoes are in the

dealer's hands, the company will follow through by helping him to sell them.

Advertising Guidance: The shoe industry generally has been lamentably weak in consumer advertising. Kushins dealers, with help from the company, are doing something about it: Dealers now can have mats of individual shoes, and Kushins field men are ready with suggestions whenever dealers want to run their own advertisements. A choice of recordings is offered for radio spots. These recordings are built around the famous Kipling poem, "Boots."

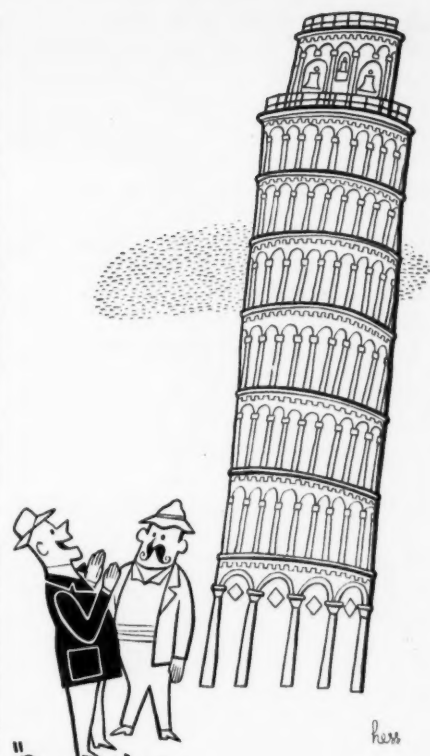
Point-of-Purchase Material and Folders: These are designed to help the dealer become a better retailer. Biggest helpers: four-page folders in company colors, which include the same sales message and illustrations as the tags attached to each pair of Kushins work shoes or boots. The folders sum up selling points on the product and provide talking points for retailers. There is space for the store name and address. Shoe salesmen, by glancing at the selling points in the folder, have the story in a nutshell. Thus any prospect, even without much sales aid, may sell himself on Kushins shoes.

The company encourages dealers to leave the folders on counters so that customers can take them . . . include them in packages . . . mail them with monthly statements, because "they tell why Kushins brands are such outstanding values."

Colorful price tags blend into a die-cut of a redwood tree, slip under shoe laces, make it easy to identify the product over and over at point-of-purchase—because the Kushins trade-mark is "As Sturdy as the Redwoods." Dealers are urged to use the tags each time they display any Kushins brand.

The dealer, too, is helped in identifying himself with the shoes he sells. For example, one piece is a window counter sign in the familiar brown and yellow, highlighted with red: "We Proudly Present Santa Rosa Brand Work Shoes That Wear Better." A display piece, 18" x 22", pictures "an actual Kushins craftsman at work." It is designed for permanent use in the store. Printed in three colors, it is mounted on board with folding easel.

All of the above are made available to Kushins dealers without charge. For one piece, however, the dealer pays a small charge: a 9" x 18" illuminated window or counter sign—on a stand, or furnished with



"Bravo...but
you should see the new rooms
at the **SHERMAN**
in Chicago"

SMARTLY RESTYLED...
brilliantly designed...

1,500 new rooms now
ready to make your next
stay in Chicago
a memorable event.

1,500 new reasons...
you should always stay
at the Sherman...
Chicago's "personality" hotel.



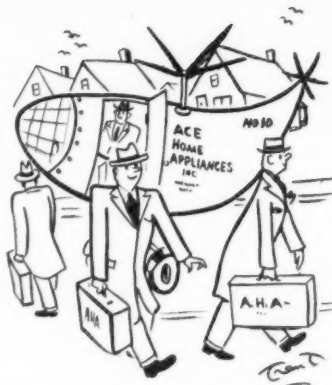
World Famous Hotel
THE SHERMAN
Chicago

Frank W. Bering, Board Chairman • James A. Hart, Pres.
Pat Hoy, V. P. and General Manager

hooks if the dealer prefers to hang it on a wall. It doubles as a night light, "sells as it protects." There is a constant demand for these.

The salesman's part in the entire program, Mr. Kushins says, is "to act as a missionary to the dealer, to help him at every point to do a better merchandising job as our partner, not only for our products, but for everything he sells."

The company concentrates on advertising to the trade. Biggest campaign came in 1949 and was repeated in 1950 when the partnership theme was dramatized with a series of "Famous Partnerships in History." Adam and Eve, Romeo and Juliet, the Wright brothers, Barnum and Bailey, The Three Musketeers, certain baseball and football teams—all the way to Santa Claus and his reindeer—served as a springboard for the theme. Sample: "The Kushins-Dealer Partnership, like all of history's successful partnerships, is based on co-operation between two parties." Each advertisement analyzed some phase of the selling partnership between Kushins and its dealers. Reprints of the advertisements were used in direct mail. On a somewhat smaller scale, this campaign is continuing.



In 1948, experimenting with a consumer campaign on work shoes, Kushins ran a newspaper and radio promotion to the predominantly agricultural populations of Central California, with Fresno as the focal point. Kipling's "Boots," later made available as recordings to dealers, was used in radio spots. Newspaper copy was aimed at creating awareness of the Kushins work shoe features and values, and played up the dealer. That was three years ago. "We're

still getting results," Mr. Kushins says . . . indicating, perhaps, what an impact consumer promotion of a good shoe can have.

But this is only the beginning. In late 1951, the company set up a distribution arm. Keeping the name, Kushins, Inc., for the manufacturing end of the business, Santa Rosa Shoe Co., Inc., was established as a subsidiary in charge of distribution. The name comes from the Santa Rosa Brand, which constitutes about 80% of the sales volume. Customers, even dealers, were sometimes confused by the names Santa Rosa and Kushins. Now they know Santa Rosa Shoe Co., Inc., distributes all makes of Kushins shoes.

Summing up, Jerome Kushins has this to say: "If there's a merchandising secret, it's to have what the consumer wants, when he wants it, at the price he wants to pay . . . and to make sure that the dealer lets you know these facts." He believes that only by close cooperation between the manufacturer and the retailer can the job be done as it should be done. A satisfied customer is the objective. Mr. Kushins points out, since only he can insure continued profits to the producer and seller.

LARGEST CITY ZONE CIRCULATION

... in New York State outside of Greater New York

- Big enough to be **NECESSARY** to your business.
- Compact enough to be **EASILY WORKABLE** by your sales force.
- **EFFECTIVELY REACHED** by advertising in the Buffalo Evening News.



1,086,606 people live in the Buffalo mass Market of Erie and Niagara Counties (U. S. Census, 1950). Heart and distribution center of this market is Buffalo, where the Buffalo Evening News has the largest city zone circulation in New York State outside of Greater New York . . . 173,956 daily (A. B. C.) in a city zone population of 635,883.

SELL THE NEWS READERS AND YOU SELL THE WHOLE BUFFALO MARKET

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representative

WESTERN NEW YORK'S GREAT NEWSPAPER

That Magnificent Yankee, the

late, great Justice Holmes, used to talk

about "fire in the belly." A man

had to have spirit and spunk, gumption and guts,

to get some place in this challenging world. Magazines

are no different than men. From the day of its birth

practical builder *has had "fire in the belly"... the*

courage to stand for what is best in the light construction

industry...and to fight for it. Readers have been quick

to sense this courage and to respect it. This respect, in

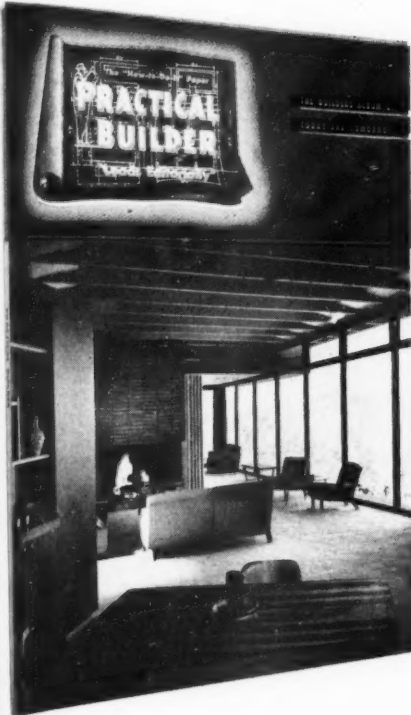
turn, is yours when you use the advertising pages of

Practical Builder. It costs you nothing, yet it is

worth everything. It is one of the

"priceless ingredients" that makes PB...

**... of the light construction
industry**



*Affiliated with 6 Building Industry Magazines
comprising the largest, most distinguished publications
in the building industry: Building Supply News,
Building Material Merchant, Ceramic Industry,
Ceramic Data Book, Brick and
Clay Record, Masonry Building.*

*Send for our 64-page book...THERE'S MONEY
IN REMODELING...free to any manufacturer
who asks for it on his letterhead.*

©INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3



NOW...only **5** cities in the United States* have Sunday newspapers with larger circulations than the **Minneapolis Sunday Tribune** ...more than 615,000 in the Upper Midwest.

* New York
Chicago
Los Angeles
Philadelphia
Boston

Minneapolis Star and Tribune

EVENING

MORNING AND SUNDAY

MORE THAN 615,000 SUNDAY · 485,000 DAILY

\$1000 PRIZE CONTEST FOR AD MEN!

FABULOUS OPPORTUNITY!

Here's a contest for advertising people that takes next to no time, and practically no work at all. You don't even have to be able to count! (We KNOW there are 355 numeral 5's in the illustration.)

All you need do is consider the importance of these Upper Midwest newspapers in sound media-planning and resultful selling... and then finish the following sentence in 15 words or less:

"The Minneapolis Star and Tribune are among the best newspaper advertising buys in America because....."

For the best entries in the opinion

of the judges, the Minneapolis Star and Tribune will award:

\$500 First Prize, 10 Second Prizes of \$50

SIMPLE RULES: (1) Entries are limited to men and women in the general advertising profession, and must be submitted on business letter-head stationery. (2) You may enter the contest as often as you wish. (3) Contest closes at 11:59 p. m. Saturday, March 1, 1952, and all entries considered for prizes must be postmarked on or before that time. (4) Announcement of winners will be made in this publication about six weeks after close of contest. (5) Decision of judges must (alas!) be considered final. Address: The Minneapolis Star and Tribune "5 Contest", Dept. B, Minneapolis 15, Minnesota.

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

241—10 Price Objections—How to Meet Them, by Harry Simmons. (Price 5c)

240—A Blueprint of the Modern Sales Manager's Job, by Burton Bigelow. (Price \$1.00)

239—The Politics—and the How—of Industrial Publicity, by William K. Harriman. (Price 10c)

238—Where to Find and How to Choose Your Industrial Distributors, by Louis H. Brendel. (Price 10c)

237—Is It Management's Fault That So Many Salesmen Fail? by Robert N. McMurry. (Price 25c)

236—14 Practical Ways to Help Your Distributors—Now, by Louis H. Brendel. (Price 10c)

235—Salary & Bonus Plans Popular in Drug Field. (Price 5c)

234—How to Head Off Arguments with Prospects, by Dr. Donald A. Laird. (Price 5c)

233—What Women Like and Dislike About Packages Today, by A. R. Hahn. (Price \$1.00)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Do You Treat Canada As Just Another Export Market? (Price 10c)

What Type of Woman is Most Likely to Succeed in Direct Selling? by Katherine S. Miller. (Price 25c)

Look Who's Buying Comics Now! G-E... Ethyl... Ford... and even the NAM... plus scores of other big names are distributing millions of specialized comics for a wide variety of sales and public relations objectives, by Etna M. Kelley. (Price 25c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. ... 3 to 11 copies, 75c each ... a dozen copies, \$6. ... More than 12, 50c each.



MEMPHIS
bows to
ATLANTA

RECENT ADDITION OF 83 SQ.
MILES AND 100,000 PEOPLE
ENABLES ATLANTA TO NOSE OUT
MEMPHIS AS LARGEST CITY IN
VITAL INSIDE U.S.A.-REA.

We are sorry, Atlanta, that we reported Memphis as the largest city in the Vital Inside U.S.A.-rea (shown below), in our ads last month.

We were, then, you know! But since you moved so fast and took all these neighboring folks into your corporate city limits, we at Memphis are happy to accord you the position due you.



Memphis is now
SECOND largest
city in this area
of over 31,000,000
people

Memphis, which has shown a population of 410,725 since the 1950 census, is now second to your 428,299. We are giving you advance notice, however, Atlanta: By May 1, 1952, estimates for the metropolitan area of Memphis indicate a population of 500,000.

WMCG
M E M P H I S

**NBC — 5000
WATTS — 790**

National Representatives, The Branham Company

WMCF 260 KW Simultaneously Duplicating AM Schedule
WMCT First TV Station in Memphis and the Mid-South

Owned and Operated by The Commercial Appeal



an 18 page Shopping Guide ON LARGE ECONOMY SIZES



to learn how to save, follow this little pig to market turn the page >

"LARGE ECONOMY" GUIDE—A special section on the large sizes of products of 15 drug and toiletry advertisers in *American Magazine*, *Collier's* and *Woman's Home Companion* will be reprinted for distribution by 11,000 independent drug stores. Kids get Piggy Banks.

McKesson and Crowell-Collier Plan "Economy Size" Promotion

Fifteen drug firms will spend \$600,000 during March, in *American*, *Collier's* and *Companion* and for displays in 11,000 independent stores, on "Operation Piggy Bank."

Combined facilities of 15 leading drug product advertisers; McKesson & Robbins' nation-wide drug wholesaling setup; an estimated 11,000 independent drug stores, and the nearly 10 million circulation of the three magazines of Crowell-Collier Publishing Co. are being harnessed in "Operation Piggy Bank," to promote the sale of "large economy" sizes during the month of March.

Each manufacturer will run a page ad in a special section in the March *American Magazine*, appearing March 1; the March 15 *Collier's*, to be issued March 7, and the April *Woman's Home Companion*, which

will be published March 21. In addition to the ads, the section will include special editorial material developed by each magazine on consumer advantages in buying these sizes through drug stores. *American* also will have a drug store cover for that issue.

Each manufacturer also will provide two dummy packages of his participating product and \$1 per store for his share of installation cost in a window display and a floor merchandising unit embracing products of all 15 manufacturers.

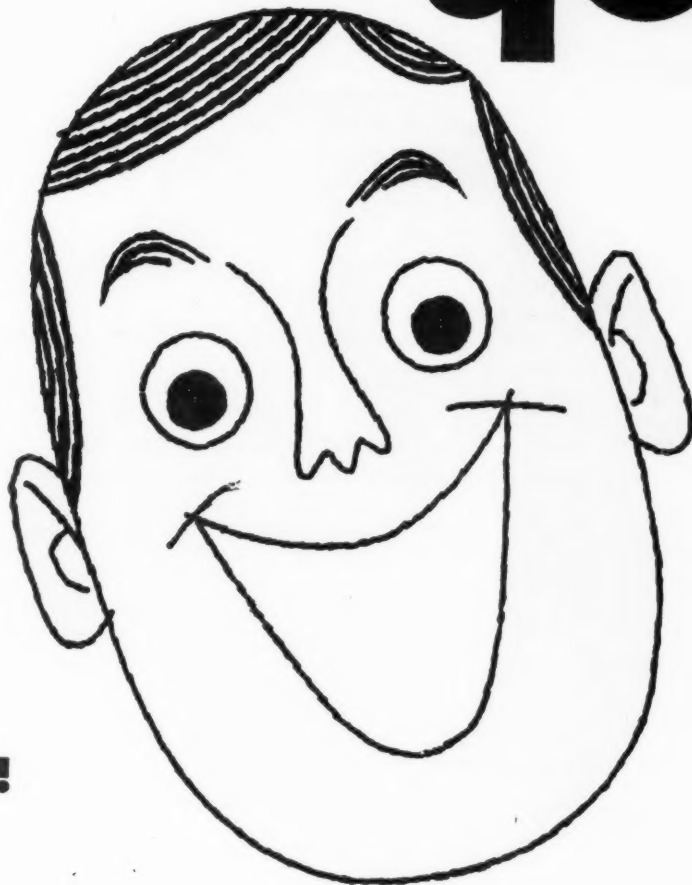
The cost of one page black and white in the three magazines is \$27,-

500. With the \$11,000 for share in the merchandising unit in as many stores, the combined expenditure by the 15 manufacturers will be more than \$600,000.

For each floor unit Crowell-Collier will provide a piggy bank—as well as the window centerpieces on this theme; business paper advertising, newsstand displays, posters on 3,500 magazine trucks, and a reprint of the "Operation Piggy Bank" section, to be sold at cost to retailers.

McKesson is enlisting its nation-wide sales manpower on behalf of these advertisers. Efforts of the 1,186 McKesson salesmen in 73 wholesale divisions, who call regularly on 38,000 of the nation's 49,000 independent drug stores, will be supplemented by salesmen of other wholesalers in the few major markets—like Philadelphia, Baltimore, Washington, Richmond, Va., and Indianapolis—which McKesson & Robbins does not cover.

99% said: **yes!**



no!



"Do you use the Classified Telephone Directory?" we asked purchasing agents of 217 industrial firms. 99% answered "Yes."

Most of them said they used the 'yellow pages' of the telephone directory to find suppliers of new products or services. 33% also said they found the 'yellow pages' a convenient time-saver when placing repeat orders.

When you want to reach purchasing agents you'll find Trade Mark Service in the 'yellow pages' a mighty effective way to give them buying information about your industrial products. It puts your trade-mark or brand name in the 'yellow

pages' over a list of your local distributors or agents.

More and more leading manufacturers use Trade Mark Service to reach purchasing agents and build sales. Isn't it a good idea to put this service to work for your business?



*AMERICA'S BUYING GUIDE
FOR OVER 60 YEARS*

For further information, call your local telephone business office or see the latest issue of Standard Rate and Data.



The 15 products are Alka-Seltzer (Miles Laboratories), Amm-i-dent (Block Drug), Bauer & Black cotton, Bromo-Seltzer (Emerson Drug), Ipana toothpaste (Bristol-Myers), Johnson & Johnson adhesives, Kotex (International Cellucotton), Lavioris mouth wash (Lavioris Co.), Listerine antiseptic (Lambert Co.), Mennen's baby powder, Alka-Seltzer (Miles Laboratories), Pepsodent tooth paste (Lever Brothers), Serutan laxative (Serutan Co.), Tampax (Tampax, Inc.), and Wildroot hair tonic.

Crowell-Collier's aid was sought in the large-size promotion, says Herman C. Nolen, McKesson's vice-president in charge of merchandising, because the distribution pattern of its three magazines across the country parallels closely that of McKesson to retail drug stores, and because the special section in each of the three magazines would create "three hits in a month."

In addition to the "original" circulation of nearly 10 million, he estimates that several million copies of the reprint will be bought by retailers for in-store and mail distribution.

This will be the third magazine

campaign in a series by McKesson with groups of national advertisers, in a long-term program to help independent drug retailers increase volume on the strength of specific theme campaigns and merchandising aids to tie in with them.

It will be the first to employ three magazines at once; to get editorial support from them, and to employ professional installers (affiliated with Haugen Associates, Detroit) for the point-of-purchase displays.

In a one-year campaign which ended in December, 1951, McKesson and 30 manufacturers emphasized—in *Life*—that the "independent drug store is a good place to buy."

In the December 2 issue of *Puck-The Comic Weekly*, McKesson and 36 manufacturers promoted the drug store as "the first place to go" in meeting Christmas needs.

The *Life* series, Mr. Nolen describes as "institutional." The *Puck* promotion—hitting hard on a specific theme, he says, more than doubled holiday business of McKesson and participating druggists. Five million reprints of the *Puck* section were bought by retailers.

The promotion with Crowell-Collier is expected to bring proportionate

returns for all concerned, in the first quarter of 1952.

McKesson does one-third of U. S. wholesale drug business. Due in part to its efforts to improve the merchandising ability of these retailers, independent drug stores in the last decade have increased their share of total retail drug store business from 73% to 80%. Of the 54,000 drug stores today, more than 90% are independents—which do a combined annual volume of more than \$3.6 billion.

"People buy with confidence from the independents," Mr. Nolen says. Among the reasons: Independents concentrate on nationally-advertised brands. Also, a higher proportion of their business is in prescriptions—which, incidentally, yield a higher net profit. Prescriptions amount to more than 10% of their total sales. If the prescription items among home medications and vitamin concentrates were added, this part of their business would be more than 15%.

Plenty of Competition

But independent drug stores today must compete not only against drug chains but against department stores, super markets and other types of outlets which carry drugs and toiletries.

Although in some states McKesson legally must sell such of these stores which have prescription departments, 93% of its \$450 million annual drug sales are still done with independent drug stores.

Its 250 buyers deal with a total of 7,000 manufacturers, and each of its 73 wholesale houses, from Seattle to Miami, handles on the average the products of 4,000 manufacturers.

"Obviously," Mr. Nolen explains, "we can't run group promotions on the products of many of them. But we can help to build sales for our customers by working at one time with a sizable number which have general distribution in large volume, and who support it with consistent national advertising."

Last October, McKesson presented the proposed program for "Operation Piggy Bank" to its six regional vice-presidents. On their approval, it was presented to, and approved by, the company's executive committee in New York. Then Crowell-Collier was enlisted.

Of the first 32 manufacturers to whom Mr. Nolen, John W. McPherson, publisher of *American Magazine*, and E. A. Schirmer, executive vice-president of Crowell-Collier, showed the plan, 15 were signed by the December 20 deadline.

Some failed to qualify because

Wider Distribution Is Always A Problem



but

...Dow Corning's Sight Savers eyeglass cleaners are now winning vastly greater distribution, thanks to this colorful stand-up display. Previously, Sight Savers had been sold in bulk. This display, which holds 12 packets in vertical array, makes this small item visible from every angle. It also invites customers to serve themselves, thus boosting impulse sales. If your product could benefit from this kind of response, have your next display...

Sales Engineered by

CONSOLIDATED

Lithographing Corporation

MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE
Main Office and Plant: Glen Cove Rd., Carle Place, L. I.
Sales Offices in Philadelphia, Chicago, Louisville and Tampa.



SUNDAY REFLECTIONS of salesmanship philosophy are televised 52 Sundays a year by this panel of Dayton Sales Executive Club members. The half-hour show, a public service feature of station WLW-D, brings to TV screens the significance of selling to "Our Way of Life." Ready to broadcast are (left to right): Ewing Stumm, director of sales training, National Cash Register Co.; Edgar W. Clark, merchandise director, Dayton Rubber Co.; John M. Wilson, vice-president in charge of sales at NCR and director of National Sales Executives, Inc.; Dr. E. B. O'Leary, head of the Economics Department, University of Dayton; Robert A. Mayne, president of The Mayne Products Co.

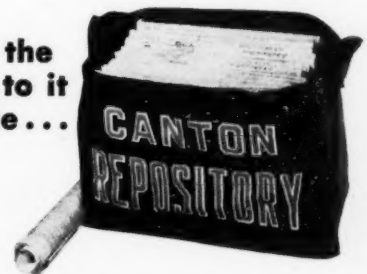
Canton, Ohio is a Key FOOD Market



FOOD sales are 45.5% above National Average

Key Facts: Canton families spend \$1,061 on food per family, per year. The national average is \$729; the Ohio average is \$770. The 83,292 families in the Canton Metropolitan Area spend \$66,030,000 on food alone. One newspaper, The Canton Repository, covers this market—96.7% city zone coverage; 99.4% home delivered.

and the
key to it
is the ...



A Brush-Moore newspaper, represented nationally by Story, Brooks & Finley

theirs primarily is an "ethical" drug business, and packaged medicines and toiletries are subordinate. Others either do not make "large economy" sizes or could not turn them out in sufficient volume fast enough to meet the expected demand of 11,000 stores.

To get the merchandising aids, a drug store must be stocked with each of the 15 participating products.

In February, meetings are being held in each of McKesson's six regions—the Eastern, Boston; South-eastern, Macon, Ga.; Southwestern, Memphis; Central, Minneapolis; Midwestern, Chicago, and Western, San Francisco—at which executives of McKesson and Crowell-Collier will tell the 73 wholesale division sales managers how to tell the story of "Operation Piggy Bank" to their salesmen.

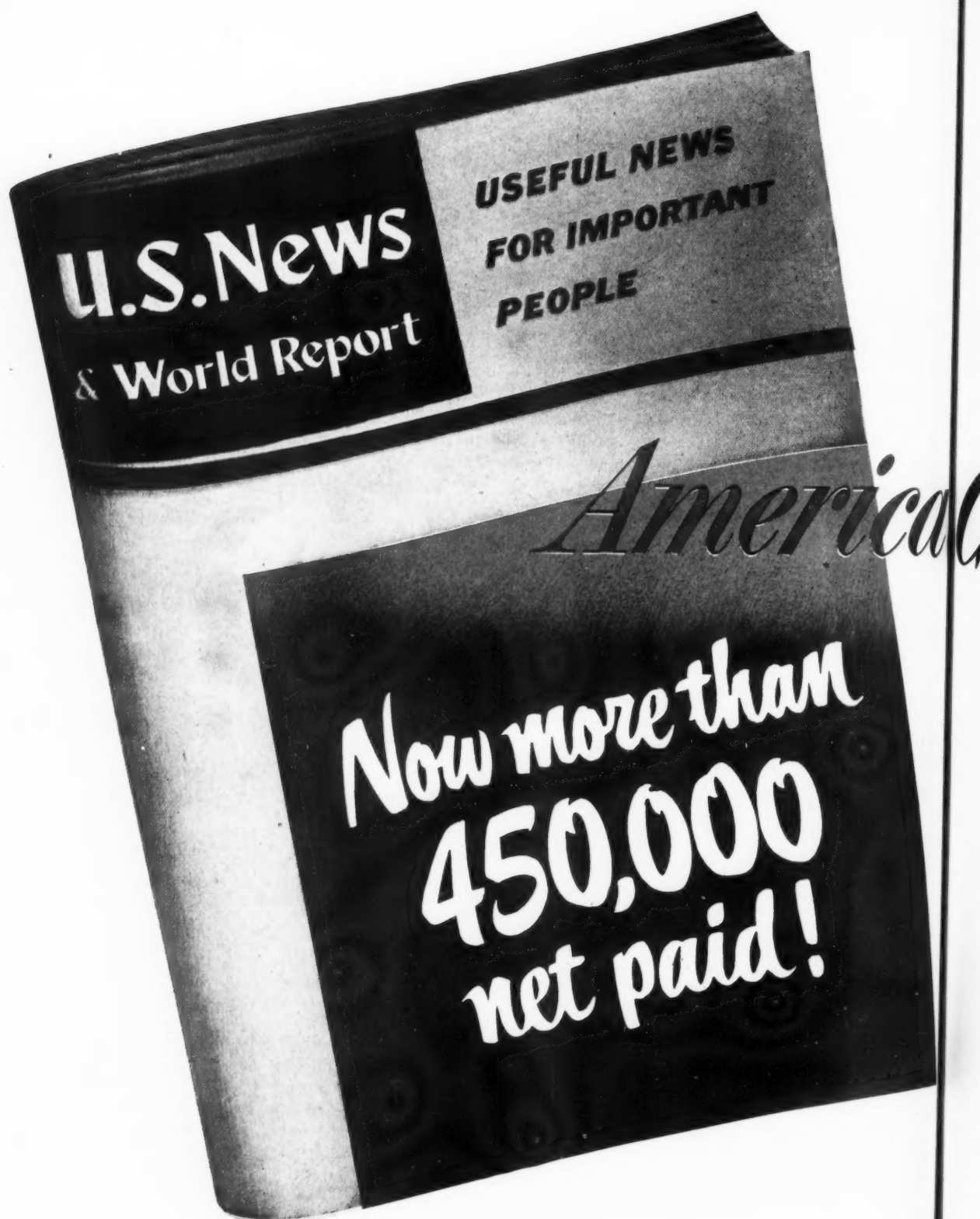
A self-liquidating premium coupon will be furnished by participating druggists to any store customer who buys one of the featured products. These coupons, when accompanied by 25 cents and sent to a premium house by the store customer, are good for a plastic piggy bank cover which symbolizes the thrift angle of the campaign. This procedure relieves druggists from the neces-

sity of redeeming coupons.

A survey in New England last fall showed that 50% of the druggists' customers interviewed read one or more C-C magazines. (C-C sells 1.5 million copies of its magazines each month in drug stores.) Of their combined 9.7 million circulation, 76% is in markets of less than 250,000 population, where independent druggists are relatively stronger than in metropolitan areas. Nationally, duplication of circulation of *American*, *Collier's* and the *Companion* is estimated at only 15%.

This first group merchandising program to concentrate on large-size drug products is intended to develop "large-size customers" for independent drug stores. One effect of it would be to discourage consumers from buying smaller sizes of these products in such "non-drug" outlets as super markets.

Crowell-Collier supports the program as a service to readers and a source of additional advertising. McKesson, the manufacturers and the retailers all are expected to develop larger and more loyal customers. And millions of consumers would save money from "Operation Piggy Bank."



A market not duplicated by any other newsmag.

Opinions that make futures

Every organization and every company (like every nation) has its important people whose opinions are listened to, respected, followed. Like waves from a pebble dropped in a pool, their opinions spread in important and ever-widening circles. The opinions these key people have and spread about your company, your product, your service can be mighty important to you, now and in the selling years to come. A growing amount of advertising (a 53% gain in 1951 over 1950) is being aimed at more than 450,000 such key people via "U. S. News & World Report." Such advertising is often the most important single factor in making a sale.

Class News Magazine

These are days of quick, unexpected, and dramatic changes in everything that affects the business life, the income, and the decisions of America's business and industrial men. More and more of them are turning to "U. S. News & World Report" for the essential news that guides their business thinking and business decisions. Our recent rise to more than 450,000 net paid circulation measures their increasing number. They comprise the important people of responsibility in management, production, development, sales, distribution, engineering, finance—the officers and key people of the companies and organizations you sell and serve.

**U.S. News
& World Report**

FIRST IN ADVERTISING GROWTH

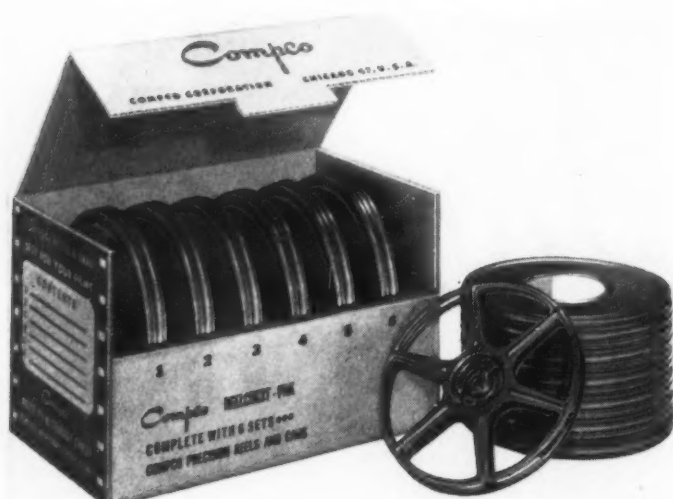
1951 Revenue Gain 53% Over 1950; Greatest in Its Field

FIRST IN CIRCULATION GROWTH

1951 First 6 months ABC Gain 23% Over 1950;
Greatest in Its Field

new magazine

PACKAGE WITH A THOUSAND FACES . . . will save Schenley Laboratories, Inc., thousands of dollars in container costs each year because many of the company's 105 drug products can be packaged in these multi-purpose cartons. Reason: Container itself carries only the company name, has an open window so that labels on bottles show through and become the package labels. Thus, through simple innovation of the open face, Schenley not only economizes, but creates family resemblance in the entire line of drug products. Created by Schenley's package design specialists.



MULTIPLY BY SIX . . . and you have six times the turnover, six times the profit. This "multiplier" carton does just that job, eliminating the usual camera-store practice of selling amateur movie reels in single units only. Compco Corp. supplies a sturdy, corrugated container with a purchase of six reels and cans, thereby providing a handy film chest to movie fans. Customers like the idea because with the container they can store movies in an orderly, indexed fashion. Reelchest-Pak designed by Compco advertising department, made by the Stone Container Corp., Chicago.

CLOSER IDENTIFICATION . . . between advertising, trademark and product is the function of these Chase Brass & Copper Co. cartons containing copper water tubing. Other features: efficiency-engineered to eliminate bother of crating coils of tube in bulk or wooden cases; eases shipping, storage and identification problems; easily carried; each carton holds from two to five 60-foot lengths of soft temper copper water tube, thus reducing carton disposal problems. Another example of practical industrial packaging created at the drawing-board. By Chase advertising department.



Packaging to Sell

Reprinted from
STEEL
JANUARY 7, 1952



Metalworking's Destiny



What is Metalworking's Destiny?

As another fateful year unfolds, it is a fitting time to pause and take stock—not so much in terms of the immediate problems of today but more within the broader concepts of tomorrow.

For, the world is changing. There is no road back to the yesterdays we sometimes fondly refer to as "normal."

This year the metalworking industry rounds out a dozen years of explosive growth and development. It has been a period of preparation for war, all-out war itself, a troubled readjustment to peace and now a buildup for what may be generations of armed peace.

Metalworking sales have grown six-fold in the dozen years. Volume exceeds \$100 billion a year and is still rising. Plant capacity has expanded far more rapidly than in any previous period. Except for local dislocations, we have full employment. Materials and manpower are the only limiting factors in the upward march of production and sales.

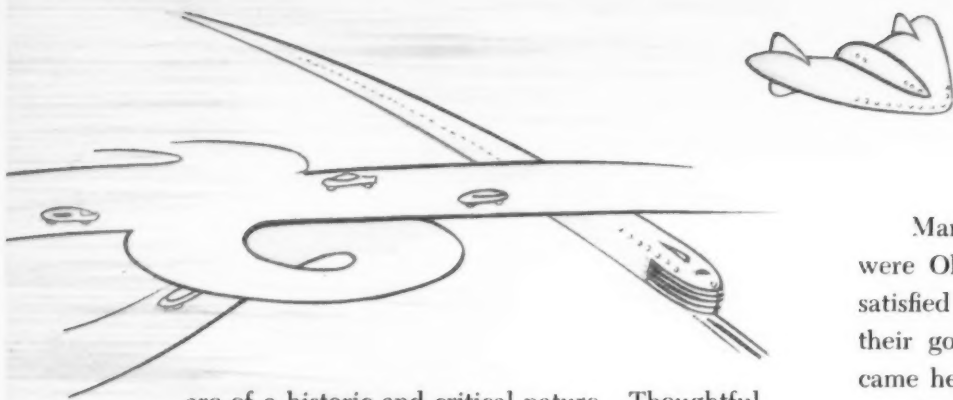
Yet in the face of this opulence, many of

you in industry are profoundly troubled. You are discouraged over prospects for the future. You see the fruits of your efforts being dissipated for nonproductive purposes by a national administration which you distrust. You see incentives for producing disappearing. You fear that in the campaign against communism we will become the victims of the medicine rather than the disease.

You see our material resources dwindling. Until a few years ago, we were net exporters of copper, lead, zinc and aluminum. Now we must import them along with such vital materials as tin, columbium and manganese. We depend increasingly on foreign sources for iron ore. Rich America is becoming a have-not nation.

Each generation has believed that its problems were bigger, more important and more dangerous than those surmounted by past generations or perceivable for future generations. This generation is no exception.

Yet, in the grand perspective, there are good reasons for believing present-day problems



are of a historic and critical nature. Thoughtful men in industry are convinced that the next few years will be as fateful as this nation has faced or will face.

Even so, American resourcefulness and ingenuity can be counted on to surmount the problems of these fateful years and carry the nation to new heights of prosperity and world influence.

WE GLORY IN OUR PROGRESS

The metalworking industry has contributed substantially in raising the standard of living in this country to levels which other peoples find incredible. With less than 6 per cent of the world's land area and less than 7 per cent of its population, the United States has 70 per cent of the world's automobiles, 60 per cent of its telephones, half of its radios. It has 50 per cent of the world's steel production and about 40 per cent of its total manufacturing output. This wealth, all Americans share.

To this achievement, many factors contributed: A fertile country of continental proportions; a temperate climate; abundant and fairly well balanced mineral resources. Other nations with large land areas, rich resources and great populations have done relatively less with them.

What then is the reason for the towering development that has characterized this country?

The answer: Our productivity. It is our greatest national asset. It has enabled America to use its resources to achieve an unprecedented standard of living. It is America's real genius.

Why has American productivity been higher? Not alone because of our wonderful machines and gadgets. Not alone because of our assembly lines and mass production techniques.

Our productivity has been higher because we always have had more incentives to offer.

Many of the people who came to America were Old World malcontents. They were dissatisfied with the limitations and restrictions of their governments and their economies. They came here seeking larger opportunities.

Once here, they made those opportunities. They established a freedom from government dictation and exploitation which released the talents, the genius and thrift of the people and which provided maximum stimulus and opportunity for the individual.

Thus were laid the foundations for our productivity—the freedom to produce and to retain a substantial portion of that production. This No. 1 incentive has led America to produce more than three-quarters of the world's automobiles, has caused a five-fold increase in living standards in the last 100 years and enables every working man in this country to possess comforts and conveniences in his home that are the envy of the rest of the world.

IS INCENTIVE FADING?

And this incentive now is in danger. In the present emergency it is being sapped by taxes, by controls over wages, materials, prices and profits, by inflation and by paternalism of government.

Today, there is less incentive for people to produce, to save and to invest in business enterprises. Paternalism by the federal government protects and subsidizes the inefficient and improvident at the expense of the efficient and prudent. Inflation drains away the substance of that portion of our production we are permitted to retain.

Controls over wages, materials, prices and profits undermine initiative of the individual and of business management. So many decisions on how much we can produce, what we can make, the price we can charge, the profit we can keep and the wages we can earn are made in Washington that little is left to the producer and the worker.

But the greatest threat to our incentive is progressively higher taxation which could envelop and strangle the very system we are spending so many billions to defend.

More federal taxes were collected during the past six postwar years (\$262.6 billion) than in all the 156 previous years of the republic (\$254.2 billion) including the Roosevelt administration and World War II.

Today, federal levies alone may take two out of every three dollars earned by a business enterprise. One large metalworking company figures its tax load, which was 50 per cent during World War II, will be 68 per cent in 1952. Taxes take four dollars for every dollar paid in dividends.

For business enterprise, the present tax structure lessens the demand for rigid control over expenditures. When expenses cost only 30 cents to the dollar, management is less likely to demand a dollar's worth of value in return.

If present corporate taxes continue, modernization and expansion of productive capacities will become more difficult. There will be less incentive to risk available funds as venture capital.

Small and new business will be discouraged, thus fostering monopoly and limitation of opportunity.

For individuals, the tax load also is strangling incentive. A Brookings Institution survey indicates that 95 per cent of the men queried believe high taxes are adversely affecting incentives to work, to save and to invest.

There is a tendency to "take it easy" after incomes reach certain levels. A manufacturer's agent on a plane to Florida early in November explained: "If I continue to work during the last two months of the year, the government will take half of what I earn in taxes. It just isn't worth the worry and strain."

In Great Britain, where income taxes are higher than in this country, even charwomen are refusing extra work because too much of the added compensation would go for taxes. In

thousands of U. S. metalworking plants, managers blame taxes for absenteeism and for the reluctance of men to work overtime.

WHAT MUST BE DONE?

Since the threat to incentive arises largely from federal government policies the obvious and easiest answer is to damn the administration. While this may provide mild relief from the feeling of frustration that grips most of our people, it does nothing to remove or contain the threats.

Even a change in the administration is not the whole answer, although it may be a necessary component.

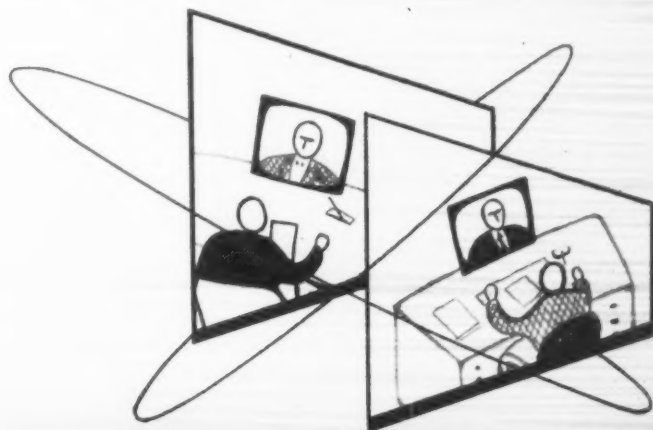
What is necessary is a re-examination, a re-evaluation and a redirection of our whole concept of politico-economic philosophy.

The goal should be the re-establishment of incentive, which has been so much a part of our national progress.

It is suggested that first we need a searching inventory of our whole economic position, including taxes and expenditures, debt, controls, prices, profits, materials, capacities, and of our domestic and global positions.

From the results of this inventory, in which top-flight industry men would participate, it would be possible to lay down a course of action permitting maximum functioning of incentive. We would learn how much our economy can stand.

The approach to such a study must be realistic and positive. On many measures there can be no turning back. In the complex system which we have evolved, some government controls are necessary and desirable. We must ac-



cept the reality of a huge national debt and the inescapable fact that our obligations permit no depressions. Nor any wholesale deflation.

America's international leadership has become an obligation we cannot shirk. We must formulate sensible foreign policies and insist they be administered with fairness and consistency.

Here at home we cannot overlook the necessity for a large measure of social security (in providing for the aged, the disabled, the sick and the destitute, the question is not if, but how), protection of minorities and such developments as the growth in influence of labor.

Once a course of action is determined, industry must give it vigorous support. The objectives must be explained to all the people with sincerity and persuasiveness. This will require more than financial support, more than membership on committees or groups backing the program. It will require your personal effort. It will require a selling job to professional people and to the children and youth in schools. It will require that you in industry make government your business.

A PROGRAM FOR ACTION

Some of the steps that must be taken for restoration of incentive already are well known to you in metalworking. Many are expressed in the January 7 issue of STEEL. Steps recommended include:

We must make a more determined effort to eliminate or minimize non-essential expenditures in both civilian and military establishments.

We must re-evaluate our international and foreign aid policies, which since 1940 have drained away \$75 billion (net) of our resources.

We must strive for a reduction in planned expenditures, which threaten continuing inflation and waste of resources.

We must adopt a pay-as-we-go policy in the present emergency.

We must review tax policies to halt the extreme progression in the present system.

We must minimize politics in the formulation of controls over industry.

In industry, we must redouble efforts to develop new cost-reducing innovations and better techniques to raise the output per unit of human effort and per dollar investment.

WHAT IS OUR DESTINY?

Should a co-ordinated and constructive program of action be made a fact—and it can be made a fact if we make it our business—America's future will be great. As a nation we will worry less about the dangers from without.

The metalworking industry will double and redouble its productivity. It will contribute to the doubling and redoubling of our standard of living.

We will solve the problems of dwindling resources through exploration to develop new sources for materials, development of alternate materials, discovery of new materials and better utilization of the materials we now have.

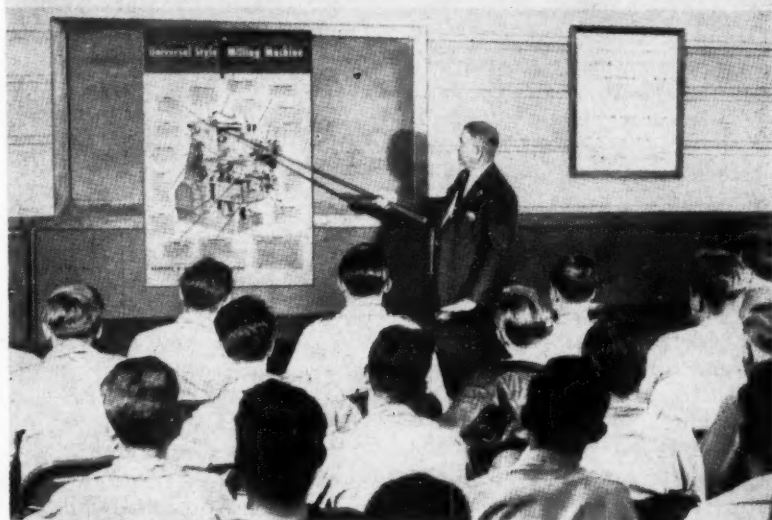
We will harness the new forms of energy to make them do our will in turning out productive goods.

We will achieve security through productivity.

Then we as a nation and as an industry can feel confidence and exhilaration in our strength, and once again become conscious of the splendor of our destiny.



HOW TO SPEED UP TRAINING OF MILLING MACHINE OPERATORS



Kearney & Trecker visual training aids can

Save time training operators . . . Help train supervisory personnel . . .
Improve vocational school machine shop courses



FILM COURSE — We will loan you, without charge, a complete sound-slide, five-part training film (in color) which deals with good machine tool practice. Special emphasis on the use and purpose of the milling machine. Complete with instructor's guide.

ELEMENTARY HANDBOOKS — Book I — "The Right and Wrong in Milling Practice," covers operation of the milling machine including job setup, taking the cut, selection and care of cutters, housekeeping and safety precautions.

Book II, "The Milling Machine and Its Attachments" covers the principles of milling machine design, construction and attachments.

Books I and II are 10 cents each. Make remittance out to Kearney & Trecker Corp., Milwaukee 14, Wisconsin. Check or money order. No C.O.D.'s or stamps please.

POSTER STUDYVIEW OF UNIVERSAL STYLE MILLING MACHINE — This big 40" x 60" color studyview of a universal milling machine gives the beginner a clearly defined illustration of the machine, its construction and elements of operation and maintenance. No charge.

*All applications should be made on official company or school letterhead. Training aids are loaned without charge of Books I and II, without official letterhead. Instructors can make group purchases of Books I and II.

As a service to industry and education, Kearney & Trecker offers three popular visual aids to complement your training of milling machine operators.

These visual aids can help you train operators faster . . . do a more complete job. They help you do the kind of training that saves money out in the shops — speeds up schedules and minimizes costly mistakes. Look over the descriptive material below and send for the ones that can help you. Kearney & Trecker Corp., 6784 West National Avenue, Milwaukee, Wisconsin.



BUSINESS PAPER advertisements acquaint users with a practical service.

Machine tools are one of our critical shortages. Skilled labor to operate them on second and third shifts is hard to find. But if Kearney & Trecker Corp., Milwaukee machine tool builder, has anything to do with it, there will be no shortage of aids to teach a new crop of operators how to get the most out of a \$5,000, \$10,000 or \$50,000 piece of capital equipment.

Kearney & Trecker maintains that it is not enough to sell tools to customers, though they may be desperate to get them now. Machine tools are sold on the basis of the rate of return which the purchaser can expect as a result of efficient operation. If a tool is idle, or used in training work, the company can compute its loss in net income. If the machine is operated improperly by poorly trained help, the "down time" for maintenance and repair is likely to be exorbitant.

As part of its sales-service program, K & T has offered, since 1942, courses to help manufacturers, whether customers or not, to train new machine shop personnel, and to provide for skilled operators advanced training in the newest practices in operation and maintenance of machine tools.

The training course is based on the operation of K & T milling machines, but the principles are applicable to other types of equipment.

K & T management recognizes that many men now going into factories, particularly new defense production plants, have never operated a milling machine or lathe. And it is K & T's belief that training in only the rudiments of operation is not enough. Training in efficient operation and proper maintenance is a must, to avoid unnecessary breakdowns.

"Our own shop," explains Ralph W. Burk, vice-president in charge of sales, "should be the last word in good machine practice. We provide the training tools, and the people who get them know how to apply them in their own training program."

The K & T training kit includes a five-part film, a poster study-view of a universal milling machine which illustrates and identifies the basic parts of the machine, and two elementary textbooks on construction, operation and maintenance of machine tools.

The training film is loaned without charge to machine tool users and to educational institutions. And the study-view poster is given free of charge. The charge for each of the textbooks is only 50 cents.

The present program is an outgrowth of K & T's successful World

Product-Use Training Wins Friends for K & T

Based on an interview by J. Paul O'Brien with
RALPH W. BURK, Vice-President in Charge of Sales, Kearney & Trecker Corp.

You can acquire a customer these days just by allowing a prospect to buy one of your machine tools. But you can win a lasting friend by helping him train green operators in the most efficient ways to use a \$5,000 to \$50,000 piece of capital equipment. There never is a shortage of service.

FEBRUARY 1, 1952

War II training plan. Between 1942 and 1944 the company distributed some 65,000 textbooks.

"The training course fits well into our over-all service program," points out Mr. Burk. "We offer it in our advertisements in metalworking business publications and through salesmen who operate out of our eight district offices and through dealers handling our line."

The program, Mr. Burk says, costs Kearney & Trecker about \$15,000 a year. At present, 45 complete courses are available for distribution on request. All of them include films,

posters and textbooks or manuals.

The films show all parts of a milling machine and guide trainees through each step of operation and maintenance. Textbooks are for individual use and supplement the films by showing sketches of each individual machine part and by explaining its function in the machine as a whole. They also illustrate the right and wrong way to care for each part and include instructions on operation and maintenance.

Until recently K & T had only 20 of the film parts of the course to loan. At one time, many large companies such as Lockheed Aircraft Corp., Vickers, Inc., Bell Aircraft Corp., and Armstrong Cork Co. bought outright complete courses, including films. But today, K & T sells only the textbook part of the course, preferring to keep the films and posters under its own control. Those who want textbooks or want to use the films and posters need only send their requests to Kearney & Trecker's Employee-Public Relations Department.

In measuring the value of the training course to Kearney & Trecker, Mr. Burk points out that the company has relied on the comments of its sales personnel and on letters which praise the course. He reports that salesmen are 100% in favor of the program. Favorable response from users of the course and from salesmen has encouraged the company to use several two-page advertisements in business publications.

Kearney & Trecker milling machines range from the smallest stand-

ard unit costing about \$7,000 to specially designed machines which can do many metal cutting operations at one time, many of them costing more than \$100,000.

"So," says Mr. Burk, "when a customer invests in our machines there is considerable capital outlay involved. For that reason we want to assure the very best performance. And to get that, proper training of personnel to handle the machines is necessary."

That Extra Plus

From the company's viewpoint, Mr. Burk says the course has helped to acquaint thousands of new industrial workers with the name of Kearney & Trecker.

"Of necessity," Mr. Burk points out, "all milling machines should be accurate instruments. While we claim some advantages for our machines and other companies claim some for theirs, there can't be much difference in the way of production and none in the way of accuracy. The company making an inferior machine would soon be out of business.

"This condition therefore points up the service factor in selling the machines. And that is where the training program comes in. Through it, we have demonstrated that we are giving the best possible service to our customers. We are training new workers, and we are teaching preventive maintenance of machines—and that is something that pays dividends to our customers and to Kearney & Trecker."

Winston-Salem

**A GROWING MARKET
OF MORE PEOPLE
WITH MORE MONEY
TO SPEND
THAN EVER BEFORE**

**A 9-COUNTY MARKET
With
1950 Farm Income
of
\$62,551,000***

*Sales Management,
1951 Survey of
Buying Power

The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.

The JOURNAL & SENTINEL are the only papers in the South offering a Monthly Grocery Inventory—an ideal test market.

The JOURNAL & SENTINEL are the only papers completely blanketing an important 9-county segment of North Carolina.

YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

**WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL**
MORNING SUNDAY EVENING

National Representative: KELLY-SMITH COMPANY



"The wife said she wanted to see how much I could get done with Junior getting into everything."

SALES MANAGEMENT

Who's going to sell the third market?



There are two markets that salesmen have long exploited in their efforts to increase volume:

1. Present customers
2. Companies served by competitors

In fact, the emphasis on traditional ways of getting business by sales to present customers or by taking business away from competitors may make us overlook the fact that a tremendous *third market* is developing right under our noses.

In the next ten years there will be millions of dollars of *new* business to be done . . . business which just didn't exist before. This is the important *third market* that is not now being sold by anyone.



It is a market that, by 1960, will be composed of 18,000,000 new people . . . 5,400,000 new families. To serve these millions, there will be thousands of new plants come into existence, filled with new equipment, chewing up countless tons of materials and supplies. And most important of all, this new industrial giant will be managed largely by men who are not now wedded to any supplier—either you or your competitors.

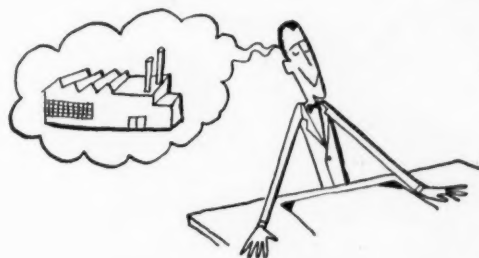
NBP



Who will sell this third market? Which companies will dominate the expanded economy of the next decade?

The markets of 1960 will belong to the companies that start planning for them and working toward them *now*. And these companies which outstrip competition will have had the benefit of a continuing long range advertising program.

It will be consistent advertising which recognizes both immediate problems and the big job ahead. It will be advertising treated as a capital investment and geared to basic company planning.



That kind of program year after year establishes a company firmly in its field . . . and in the minds of the men who will be doing the buying two, five and ten years from now.

THE PENTON PUBLISHING COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



FEBRUARY 1, 1952



For factual information on the Detroit Market—write to the Promotional and Research Department.

439,808

highest weekday circulation of any Detroit newspaper.

565,718

highest Sunday trading area circulation.

A. B. C. figures for 6-month period ending September 30, 1951

The Detroit News

THE HOME NEWSPAPER



69th IN BUYING POWER

among Sales Management's 162 Metropolitan County Areas

If you're planning a newspaper campaign to cover the first 100 markets according to Buying Power, then over 234,000 Quad-Citians are equipped in the pocket book to respond. Factories on the Illinois side of the Quad-Cities sign 65% of the payroll. And you cover Rock Island, Moline and East Moline (3 of the 4)

when you use

The ROCK ISLAND Argus
The MOLINE Dispatch

THE ALLEN-KLAPP CO. National Representative

Shop Talk

"I'd Like to Have You Meet..."

Harry Kursh; SM's new (and first) industrial editor, is that *rara avis*, a born-and-raised New Yorker. Anyone born in one of the boroughs other than Manhattan, according to Harry, is a New Yorker merely by tolerance—and subway.



And what, you ask, is SM doing with an industrial editor, New Yorker or else? Just this: More than 30% of our readers are industrial sales executives who sell raw materials, plant equipment or maintenance and operating supplies. And we aim to please *them* too. Furthermore, there is, today, a far greater interest in scientific sales management and so, after interviewing, literally, hundreds of potential people for this important new editorial post SM's editors felt that Harry—who has, among other things, an MA in International Economics—best fitted the qualifications for the job.

He's this sort of guy: Ten days after Pearl Harbor he left NYU, enlisted in the Navy and proceeded to cover more theaters than an asbestos curtain. His first two years were spent on tankers and freighters in the North Atlantic and Caribbean. Then he was transferred to the Pacific on Admiral Nimitz's staff.

Out of service, Harry went back to NYU, did so well that he was up for a Rhodes scholarship. Rather than postpone his career two years with study in England he accepted, instead, a special scholarship, given by the Institute for International Education, studied at the University of Southampton.

Shop Talk on the New York Central

The man sitting next to me in the train turned out to be a salesman, and we quickly fell into shop talk.

He said business, with him, had been better during the last six months that at any time in his history. I asked why. He said, "Oh... I think maybe I'm *learning*." I said, "For instance?..."

A few of his answers might, I think, interest you:

"For one thing," he told me, "I've learned to cut out the palaver and get down to business quickly when I face a prospect or a group of prospects. Quite often people seem to take off on the weather, baseball, politics or just an entertaining story, because they simply want to seem friendly. Or they may be just a little ill at ease.

"Now I take the initiative in coming quickly to the purpose of my call. I usually make a point of saying I respect my prospect's time. As I've continued to do this, I find that the men I call on seem grateful when I take this kind of action, and I'm sure they respect me for it. In my business I need prospect-confidence. I don't want to be known only as a cheerful 'breeze-shooter.' I actually believe that

this more business-like approach is the reason why more of my customers are now coming to me for advice at times when they feel they need help. That's one lesson I've learned." He thought a moment.

Then he said, "There's another thing, too. I seem to have cycles—up's and down's—as I work. I've learned to recognize them, and to do something about them. On *both* the upswing, and the downgrade. When I've hit one of those barren spells, when I just can't seem to hit any pay-dirt, and several weeks go by without any sizable orders, I used to have a tendency to just sit and stew. Then I learned that the best way to get over both my low state of mind and my lack of productivity was to get active . . . maybe make nearly twice as many calls as normal.

"When I'm in an 'up' cycle, I'm full of confidence, and instead of sitting back and admiring the results of a good week's work, I deliberately neglect my desk work, lengthen my day a little, and take on some of the really tough prospects on my list. Often I sell them. These are men I just don't want to face when business isn't good, because they're tough cookies to handle and I just don't seem to have the extra energy and moral courage to face them.

"So, now, when I have an 'up,' I keep trying to extend it . . . to make the most of it."

A few minutes later my new-found friend pulled out of his pocket a piece of printed promotion concerning one of the products his company manufactures. It was a simple piece—done in black and white only. The salesman pointed to the upper right-hand corner where there was a rubber-stamp imprint, in bright green, showing the salesman's name, address, and telephone number.

"See that?" he asked me. "It's one of the insignificant things that seems to make a big difference. I used to use the same stamp, but with black ink. My name and phone number just didn't stand out in contrast with the other stuff on the page. I found, on several occasions, that prospects were telling me, 'I didn't know where to reach you.' They just hadn't noticed the stamp. So I switched to green ink."

He pulled more promotion pieces out of his brief case.

"These help, too," he said. "I used to try to do most of my work by *talking*. Now I've disciplined myself to leave at least one printed promotion piece with every man I call on. Sometimes I mark it up with a red pencil to stress points I've made in my presentation. Sometimes I star whole paragraphs which cover points time didn't allow me to make, and I ask the prospect to be sure to read them. I've seen these things kicking around on prospects' desks weeks after the date I left them there. Sometimes they bring 'dead' prospects to life long after my call. The need didn't exist when I was there—but it developed later."

This seems to me to be a good sample of what can happen when a salesman learns how to analyze his own selling techniques. He gets to the place where he is consciously asking himself—and insisting on a specific answer—"If I got such good results *here*, what was *right* that I did? And if I failed *there*, what was wrong?"

Of course it doesn't do any good just to get an answer. The salesman must take the answer to heart sufficiently to force himself to multiply his "rights" and eliminate or reduce his "wrongs." But when he does, the nicest things in the world begin to happen to his commission checks.

A. R. HAHN
Managing Editor.

DO THESE TWINS LOOK ALIKE TO YOU?

**Parade and Toni know
there's a difference**

These identical twins were pictured in identical ads for Toni Home Permanent.

But one picture did more for Toni — because Toni put it in Parade.



In Parade, the Toni ad pulled 80% more readers per dollar than the same ad in a top weekly—146% more than in a top women's service magazine, according to Starch surveys.

Unusual? No. In the last 3½ years, Parade led in readers per dollar in 651 of all 670 identical ads seen in weekly and women's magazines.



Alert editing makes Parade America's best-read magazine. It's in the big 5 million circulation class and offers 20% or more coverage in 2,000 rich markets.

Want better readership for your advertising?

put it in

parade



IN EACH COUNTY: He's farmers' trouble-shooter, counselor, "father confessor."

County Agent: Why He's a Good Man for You to Know

BY T. K. WOLFE • *Director of Distribution
Southern States Cooperative*

If your product is used on the land or by the farmer's family, the county agent can be a key man in your sales effort. He's a semi-public employee, alert to new products and practices. But first you must learn the rules governing his relationships.

Are you tapping to your satisfaction that great reservoir of potential business in the farm market? If not, it will pay you to know the County Agricultural Agent. There are some 3,000 county agents in the United States—one in practically every county, many of them having one or more assistants.

The county agent is a public employee selected and paid jointly by the United States Department of Agriculture, the State Agricultural College and the county board of control (supervisors or commissioners). He is the hub of the wheel of agriculture in the county, the center of agricultural activity, the fountain-head of agricultural information. He is the

farmers' trouble-shooter, counselor and "father confessor." He knows the needs, desires and hopes of farm families. He is a good man for you to know. Most of them are born to the land, farm reared, graduates of agricultural colleges, and many of them own and operate farms.

The county agent generally has his headquarters at the county seat, often in the courthouse. It is his responsibility to work closely with farm families to the end that they may make the business of farming pay better and enjoy a higher standard of living. He is the liaison between the United States Department of Agriculture and the State Agricultural College on one hand and farm fami-

lies on the other. He is charged with the duty of bringing—extending—to farm people information that will be most useful to them—hence the term "agricultural extension work or service." Although he looks to the United States Department of Agriculture and his State Agricultural College as the main sources of information, he is ever alert to all sources. In his position as public employee, he must work impartially with commercial companies and not recommend the products of any one organization. He is, however, interested in having full information on the services and products commercial organizations may have to offer—products that bid fair to be useful to farmers. The county agent welcomes this information and as quickly as practical passes it on to farm families. He also is anxious to have the help of commercial organizations in disseminating facts.

The county agent ranks high in the estimation of farm people. He is their representative and works in their interest. His standing with his constituency is well expressed by L. S. Hartley, one-time county agent and now manager of agricultural development of the Baltimore & Ohio Railroad Co.: "The county agent's O.K. is somewhat similar to the Good Housekeeping Seal of Approval as far as a lot of local farmers are concerned."

Can Co-ordinate Programs

You can help the county agent and he can help you. It's a good idea to visit with him, learn what his program is for the year, and develop a plan whereby you can co-ordinate your program with his. You will find him approachable and cooperative.

An excellent illustration of effective working relationship between county agents and industry is the Virginia 4-H Rural Electrification Program. It is conducted by the Agricultural Extension Service of the Virginia Polytechnic Institute, Blacksburg, Va., and co-sponsored by the Westinghouse Educational Foundation and 16 power suppliers in the state, including the Appalachian Electric Power Co., Old Dominion Power Co., The Potomac Edison Co., Virginia Electric and Power Co., and various rural electric co-operatives.

The objectives of this program are: "1. To develop active interest in electrical methods and equipment used on farms and in homes, and to determine and develop practical im-



"RURAL WOMEN ARE EXCEPTIONALLY RESPONSIVE TO *Toni* PROMOTIONS"

"Preference for home permanent waves is very great in small towns and on farms," says R. N. W. Harris, President of The Toni Home Permanent Company.

"We have spearheaded our campaigns in rural magazines such as Country Gentleman. It speaks the farm woman's own language and reflects her own interests. This gives our advertising more power, even

though it is the same copy we use in other magazines."

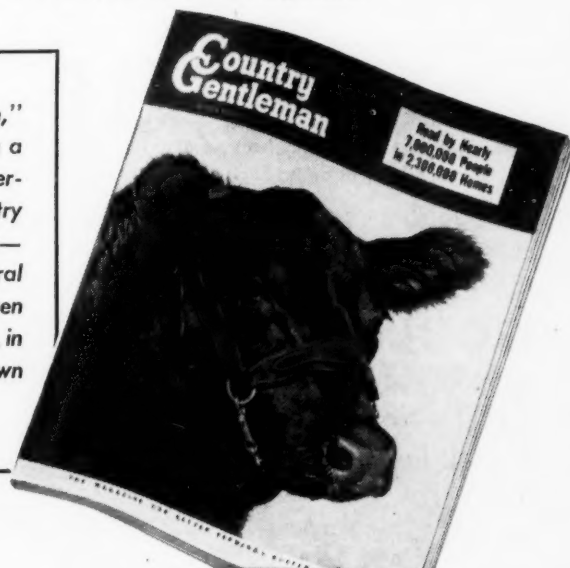
Country Gentleman's circulation of 2,300,000 is concentrated among the top-half farm families who earn 90% of our entire farm income. Good customers not only for farm equipment, but for cosmetics, foods, appliances, textiles, transportation . . . every product for better living.

Dealers coast-to-coast say: "Country Gentleman helps me most to sell my best rural customers."

And business places more advertising here than in any other farm magazine.



"A current feature of Country Gentleman," says Ruth Hogeland, Beauty Editor, "is a series of Home Beauty Jamborees—personal care demonstrations staged by Country Gentleman in rural women's own homes—then featured in the magazine to help rural women everywhere. Thousands of women have taken part in these demonstrations, in which all products used are nationally known brands available in any drug store."



New Products Need Special Treatment *but*



... Jacques Kreisler's introductory promotion for their new **FLIRTATION WATCHBAND** achieved substantially greater color and dimension, thanks to this attractive little display. Designed for window or counter use, this unit carries one of the actual watchbands—and makes maximum capital of the "Pompadour" lady featured in Kreisler's national advertising. If you need a display that really registers your new product and its advertising, better have it ...

Sales Engineered by
CONSOLIDATED
Lithographing Corporation
MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE
Main Office and Plant: Glen Cove Rd., Carle Place, L. I.
Sales Offices in Philadelphia, Chicago, Louisville and Tampa.

"How Can I Use a 'Test Market' to Increase My Profits?"

Marketing executives in widely diversified industries have come to Gould, Gleiss & Benn, Inc. with this question. In answer, Gould, Gleiss & Benn, Inc. has prepared a brochure which shows how a Test Market will enable you to forecast accurately the success or failure of a proposed operation ... enable you to map your marketing strategy with **FACTS**, not guesses, as your guide.

Here Are a Few Instances Where a Test Market Can Help You

- | | |
|-----------------------------------|-------------------------------------|
| 1. Test advertising effectiveness | 7. Change a channel of distribution |
| 2. Introduce a new product | 8. Try a merchandising deal |
| 3. Change packages | 9. Measures salesmen's efforts |
| 4. Test advertising copy themes | 10. Test pricing levels |
| 5. Try a premium | 11. Test consumer attitudes |
| 6. Increase sales effort | 12. Evaluate competitive activity |

It is vital that today's marketing activities be based on accurate information ... Gould, Gleiss & Benn, Inc., can supply that information.

Gould, Gleiss & Benn's qualified research people operating under the control of experienced market research executives are now serving national, sectional and local organizations, both large and small—they are ready to serve you.

GOULD, GLEISS & BENN, INC.

CHICAGO 10	17 West Ontario, Superior 7-9168
ATLANTA 5	1734 Candler Building, Main 4673
HOUSTON 2	1213 Capitol Avenue, Preston 8337
WASHINGTON 5	412 Albee Building, Republic 2990
FORT WAYNE 3	1137 Rivermet Avenue, Eastbrook 1309

Marketing Consultants • Market Research • Sales Analysis • Sales Planning

provements for more profitable and enjoyable life.

"2. To acquire a working knowledge and skill in the most effective and profitable use of electricity on the farm and in the home.

"3. To develop plans for using electricity and electrical equipment most efficiently in the improvement of the farm, the home and the community.

"4. To help others to acquire this knowledge and skill in improving farm and home methods and raising standards of living in the community."

In 1950 about 1,000 4-H Club members, farm boys and girls, participated. In 1951 around 4,000 members from 69 of the state's 100 counties were enrolled. It is estimated that in 1952 the number will total 8,000.

Various achievement incentives, such as trips, gold watches, cash, plaques and college scholarships, are given by the co-sponsors. Also, delegates from the Clubs that meet certain requirements come to Richmond, Va., each fall to participate in the State 4-H Farm and Home Electric Congress.

Learn about Electricity

In brief, the "purpose of this program is to help 4-H members to learn more about electricity and its uses in the home and on the farm." The working relationship has been mutually effective, as evidenced by the rapid increase in number of participants, the length of time the program has been operating and the expansion of incentives on the part of the co-sponsors. The power suppliers and the appliance manufacturers are anxious to expand the use of their products and services and increase sales. County agents are equally anxious to have farm families buy these products and services, for better living. The activities, therefore, are of mutual interest and concern, especially since nine out of 10 farms in this county have electricity from power lines.

Business is aware of the inter-relationships that exist between it and agriculture, as shown by the statement of Hubert P. Burdette, chairman of the Maryland Bankers Association:

"The bankers of Maryland are increasingly aware of the importance of agriculture, not only to them, but to the economy of the state as a whole. Within recent years, working both independently and through the Maryland Bankers Association,

they have sponsored farmer-banker meetings and farm demonstrations at which sound conservation practices were illustrated and explained."

John H. Holton, vice-president, Carrier Corp., believes that the first lesson to be learned in dealing with farmers is that the farm and rural requirements are frequently different from those of the urban field. He credits the wide acceptance by farm families of the food freezer manufactured by his company in large measure to the initial field survey and development carried on with farm families to find out the types and sizes of freezers that would be in greatest demand.

L. E. Pettyjohn, manager of the Agricultural and Livestock Department, American Bank and Trust Co., Suffolk, Va., says: "I represent my bank at county agent meetings. The banks of the county (Nansemond) send the county agent and his assistant to the Banker-Farmer Meeting held each year at Natural Bridge, Va. I buy the calves for the calf projects supervised by the county agent, serve as treasurer of calf sales, and assist in financing the calf projects."

Companies Sponsor Projects

County Agent T. M. Hepler, Montgomery County, Va., president of the State County Agents' Association, has found the sponsorship of county agents' projects by commercial organizations very worth while. "A company may sponsor a pig or calf breeding project, as a bank in Christiansburg, Va., and a civic club in Radford, Va., have in my county. This is of great help in starting projects with club members whose parents are not inclined or financially able to supply the animals needed, thus aiding underprivileged members who may later become good citizens and supporters of extension work and incidentally good customers. A company may agree to furnish feed at wholesale price for a 4-H dairy or beef-fitting demonstration. This would encourage 4-H members and adults to participate. Machinery companies may furnish machinery, operators and fuels to aid in a pasture renovating demonstration, thus creating more interest in and attendance at the demonstration."

D. B. Hendrix, county agent, Sevier County, Tenn., president of the County Agents' Association of his state, has learned from experience that county agents gain much in working closely with commercial



In tune with the times

Business and Government forecasts big things in 1952. Production, employment, incomes, savings and SALES will set new, big records in the year ahead.

As usual, the Syracuse, N. Y., Market is in tune with the times—and ahead of this trend. Syracuse manufacturing new plant and equipment expenditures started or completed in 1951 total more than 50 million dollars.

Add to this, New York Central's 6 million dollar improvement program in the Syracuse area and Western Electric's 2½ million outlay for their new distributing center. Western Electric's choice of Syracuse for their upstate distributing headquarters is typical of leading manufacturers. Syracuse, N. Y., Hub of the Empire State offers geographical advantage to economic distribution. This consistent expansion contributes to increased employment and greater buying power.

Whether you are launching a test campaign or planning expansion of your present sales program, this proven market assures MAXIMUM SUCCESS.

SYRACUSE NEWSPAPER CIRCULATION provides complete coverage of this key market. Today, more than 205,000 daily and 324,000 Sunday circulation delivers the message of manufacturer and retailer to this great ready-to-buy, able-to-buy audience.



ALL BUSINESS IS LOCAL!

The SYRACUSE Newspapers

HERALD JOURNAL — POST STANDARD

(Evening)

(Morning)

HERALD-AMERICAN POST-STANDARD

(Sunday)

(Sunday)

GENERAL ADVERTISING REPRESENTATIVES

MOLONEY, REGAN & SCHMITT

groups, for they, too, have a vital interest in the welfare of people. "We find that their judgment and advice are valuable in the promotion of the county program. Commercial groups can and do give liberally of their time and means in sponsoring and promoting youth and community activities which are designed to improve the financial, social and spiritual welfare of the people whom they serve."

The county agent is not a salesman. His work is educational. He is expected to have and to supply farm families with information on available products and services and to be unbiased in his recommendations:

1. The county agent should not be expected to recommend a specific brand or product, unless it is the only one of its kind on the market. He can, for example, promote the use by farmers of a balanced ration such as a 20% protein dairy feed. It is in order for a commercial company to publicize that they sell a feed that meets the requirements set forth by the county agent, if the fact warrants it.

2. The county agent should not be expected to compare one product with another. For example, if farm

freezers are involved, it is the responsibility of the county agent to describe what he believes are the needs of farmers in the way of such equipment. It is then very much in order for the manufacturer to indicate that his product meets the requirements mentioned by the county agent, if such is the case.

3. The county agent should indicate, for example, to farmers the analysis of fertilizer needed to carry

Plan Carefully—
The business you save may
be your own.

—Anonymous

out the program he is sponsoring. He should not be expected to recommend the brand carrying that analysis.

County agents are instructed, as a general policy, not to recommend the products of a specific company, but rather to limit their recommendations to recommended practices. There is no objection to the county agent being quoted on his recommendations

regarding such practices. If these few simple rules are followed the county agent will be kept free of embarrassment and in the best position to help commercial companies in stepping up their sales.

"Cooperation between commercial companies and county agents creates confidence as well as more and better business" is the concise and to-the-point summation of the subject by State Agent Leader C. A. Mahan, Kentucky Extension Service. It will increase the number of farmers using recommended practices; will increase and stabilize income, and will increase business, according to L. B. Dietrick, director of the Virginia Extension Service and head policy-maker for Virginia county agents.

The biggest advantage of commercial concerns and county agents working together is that both groups can do their jobs quicker, easier, more effectively and more efficiently than when they work independently, according to C. R. Ripley, Monroe County, W. Va., president of the West Virginia County Agents' Association.

A person worth meeting is the county agent, if you would step up sales and help consumers live better.

ONLY THE TRIBUNE IN SOUTH BEND



The great South Bend market — ½-million people — is saturated by the South Bend Tribune. Outside circulation is negligible. No other paper to buy when you test, develop, or maintain this market. This, plus a milline rate that's lower than the national average, gives relief to strained ad budgets. Write for free, new market data book entitled "Test Town, U. S. A."

**The
South Bend
Tribune**



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

THE PITTSBURGH
POST-GAZETTE
MADE ADVERTISING HISTORY
IN 1951

1. The Post-Gazette published more advertising during 1951 than in any year in its entire history—an increase of 1,261,261 lines over its previous peak year.
2. The Post-Gazette was the only Pittsburgh daily newspaper to set an all-time advertising high in 1951.

Now, more than ever, more advertisers are using the

Pittsburgh Post-Gazette

One of America's Great Newspapers

Represented
nationally by
Moloney, Regan & Schmitt

Paul Block, Jr.
William Block
Publishers

Based on figures from Media Reports



AVOID CHALK DUST. Use clean, modern paper pads for visualizing your talk. Write or draw with smooth, colored wax crayons. The versatile All-Purpose Portable Easel was designed for use with these paper pads. Also ideal for flip-over charts, large or small cardboard charts.

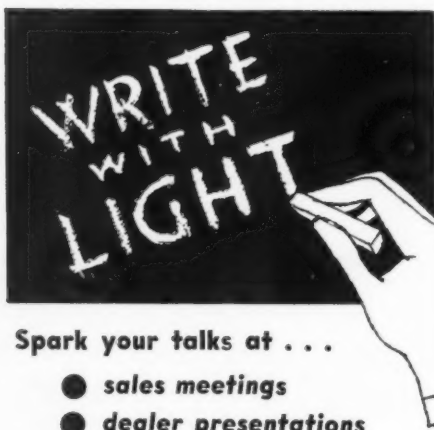
ORAVISUAL COMPANY, INC.

68 Jackson Street Stamford, Conn.

WRITE FOR DESCRIPTIVE CIRCULAR

dynamic new tool for selling . . .
blacklight activated

FLUORESCENT CHALK . . .



Spark your talks at . . .

- sales meetings
- dealer presentations

Writes on any board surface

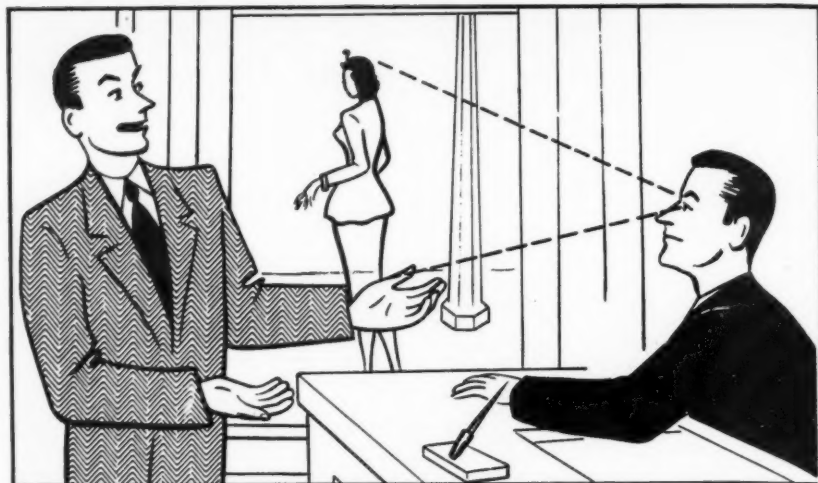
Complete set includes six
radiant colors blacklight
chalk.

24.90
SET
fob NYC

1—42" Blacklight Fixture (15 W-T 30 watt)

NORCO MANUFACTURING CO.

Manufacturers of Blacklight Products and Scientific Instruments
192 BLEEKER STREET NEW YORK 14, N.Y. ALGONQUIN 5-4082



EMPTY HANDED . . . salesman has tough time holding buyer's attention. But with a sales tool . . .



. . . the buyer's eye doesn't waver and wander, and the story is told without error. That's why . . .

Pure Oil Shows 'em How To Sell Through Sight...

. . . and with charts and easels, proves to its own staff that sales tools are better producers than a gift of gab.

Not all salesmen like to use sales tools. We found that out, here at Pure Oil.

Problem: to convince salesmen that it was to their profit to use such tools; that by their use they could cut down resistance and make their own jobs easier.

Method: Through actual research in the field, we have proved that we can do a better job of selling our oil

and our services if we help our salesmen *show* what our oil will do for a customer. So, to sell sales tools to our men we resorted to sales tools.

We pitched in with charts, easels, films—all types of visual aids—to tell our story to groups of our own salespeople. Key sales promotion men delivered such presentations to field management. Field sales managers carried the story to their own people.

As told **BY ROBERT WISHMEIER**
Sales Promotion Department, The Pure Oil Co.

It took time and concentration, but we know it has paid off in dollar sales results.

Here's what we found out about sales tools:

1. Variety: One sales tool won't do the job. One sales tool won't appeal to all of our salesmen any more than one sales tool, even in enthusiastic hands, will appeal to all of their prospects. So, provide a selection and your salesman will be more likely to pick the one that will do him the most good.

2. Introduction: Sales tools should be properly introduced. You can't mail them out and get them used. Salesmen have to be told what the sales tool is designed to do, what it contains, and how it is to be used and why. In other words, you've got a detailed job to do . . . and unless you do it, look out.

3. Training: After you've told your salesman about the material supplied, after you've *told* him how the tools are used, you must get right down to hard facts and *show* how they are to be used. But your salesman will still have two strikes on him unless he practices with his tools.

4. Follow-Up: After your sales tools are in the field you have to follow up. You must know which ones are working and which ones are not. Find out why they work or don't work. Maybe you can learn some way to make them all work. Start with the conviction that they *ought* to work.

What Sales Tools Do

Here's what sales tools do for us:

1. Our story is being told in a variety of ways.

2. Our product and service story is being told without error; that is, it is being properly introduced. Though we discourage the use of the so-called "canned" sales talk, we know that printed material is highly valuable in backing up our salesmen.

3. Our salesmen are being better trained in our product and service story as a result. Any sales tool that is good for selling is good for training.

4. Our follow-up is keyed to a solicitation pattern. We have a definite means for judging performance, certainly a fundamental.

More important than any other

phase, it seems to us, is the proper introduction of new sales tools. Consequently, when we issue a new program we fortify our introduction of the sales tools supplied with a presentation designed to increase acceptance for the material being introduced.

A recent program of this kind was called "Selling Through Sight." In teaching selling through sight it followed naturally that the presentation should be visual. That's practicing what you preach. Also, since we wanted to supply it to our field management for undiluted use with their own organizations, we felt that a visual cast presentation was best fitted to the job.

It's a Success

After extended studies we prepared such a visual presentation and reports from the field prove that it is successful. Here's an example of how the job is done before sales meetings, flashing the pictures on a screen:

First Picture: Three salesmen who don't like sales tools at all are walking down a street. They just won't carry a "lot of junk." They don't want to "look like salesmen." Question: Are they salesmen?

Second Picture: What would the three "salesmen" like to look like? A doctor with his medicine case? A lawyer with his briefs? An engineer with a portfolio of plans? They are happy with camouflage.

Third Picture: Well, what's the matter with sales tools as a disguise? Now our three salesmen look like any other three professional men. They are equipped to do a professional job.

Dignified, well illustrated, neatly printed sales material can always be used as a sound sales tool. Pure Oil is no pioneer. Printed sales pieces have been tested thoroughly and proved for their worth for whole generations. Yet it is necessary to remind salesmen often that their proper and full use is bound to bring sales.

Any salesman in time gets weary of his often-repeated sales talks. He gets "fed up" on them, like trying to eat a quail a day for 30 days—something any old quail hand will say can't be done. So, when the salesman starts to gag a bit over his own words, let him break the monotony

"MOST SUCCESSFUL SALES AID

WE'VE EVER USED"

Stereo-Realist slides of our line get the undivided attention of buyers—clearly show our products as they really are"



...MYRON E. STECZYNSKI
Advertising Manager
Bastian-Blessing Company, Chicago

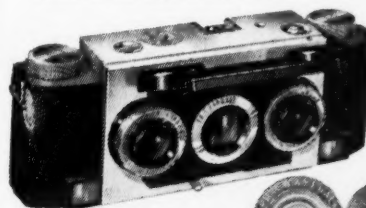
STEREO-REALIST INTEREST CHART*

	Superior	Very Good	Fair
1. Initial interest expressed in viewers by customers - - - - -	50%	35%	14%
2. Amount of assistance offered by viewers in enabling you to open a sample case and make presentation of line - -	60%	33%	5%
3. Buyers' reactions upon viewing slides - -	40%	42%	14%
4. Buyers' sustained interest in going through all the slides - - - -	47%	41%	10%
5. 3-Dimensional Viewer's ability to help you increase amount of sales	38%	51%	6%
6. Your own impression of its long-lasting merits	74%	20%	5%

*Independent survey among salesmen using the REALIST System. Published in SALES MANAGEMENT, April 19, 1951.

BUYERS and salesmen alike vote overwhelmingly in favor of REALIST slides, which exactly portray products in true-to-life third dimension and full, natural color. Buyers actually welcome REALIST pictures, because they can study every detail of construction, color, texture *without leaving their desks*. Salesmen like them because they get the customer's undivided attention, save time, and eliminate bulky sample cases.

Once you put REALIST pictures to work for your firm, you'll join the hundreds of others who proclaim the REALIST to be "the world's finest visual selling aid." Your nearest dealer or commercial photographer will be glad to show REALIST pictures to you. And for further information on this low-cost, high-powered sales aid, write DAVID WHITE CO., 385 W. Court Street, Milwaukee 12, Wisconsin.



Winner of 1951
U. S. CAMERA
Gold Medal
Achievement Award

STEREO Realist

The Camera That Sees The Same As You

Stereo-REALIST Cameras, Projectors, Viewers and Accessories are products of the David White Co., Milwaukee

The Law Forbids Sampling

but



... this display delivers a clever, interest provoking substitute for samples at the point of sale. It features little pads impregnated with the aromas of 5 of the 18 different Cointreau Cordials shown. Consumers are invited to tear off the pages and sample the distinctive bouquets of the Cordials. Based on an idea originated by the Lewis Advertising Agency of Newark, N. J., for Renfield Importers, Ltd., this ingenious suggestion quickly became a highly practical and potent display - as ...

Sales Engineered by

CONSOLIDATED
Lithographing Corporation

MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE
Main Office and Plant: Glen Cove Rd., Carle Place, L. I.
Sales Offices in Philadelphia, Chicago, Louisville and Tampa

**Only One Station
gives you the**

**BIGGEST
AUDIENCE***

in Mid-America

KCMO reaches 9.5% more radio homes than any other Kansas City station.* That's a big bonus. It means you get the best coverage of the e-x-p-a-n-d-i-n-g Mid-America Market at one low cost, using one station and one rate card. Call or wire KCMO collect for full details.

*A fact, proved by the continuing Conlon "Study of Listening Habits" in Mid-America.

KCMO
50,000 WATTS
125 E. 31st • Kansas City, Mo.
or THE KATZ AGENCY

COMING . . .

Sales Training Takes to Tape

All the words . . . just as they are spoken . . . by retail liquor salesmen are recorded with a microphone concealed in the shopper's tie and on a recorder carried in an ordinary briefcase. It's one way W. A. Taylor brings authentic sales do's and don'ts from the field into its sales training sessions.

by using neat, printed presentations. Any printed matter can be used successfully as a sales tool. Pure Oil uses material neatly bound in color, printed and bound in ring binders, and in envelope filler sizes. The sales training story, as it is presented to Pure Oil salesmen, brings out an array of sales ideas, each illustrated by cartoon, photograph or some other form of picture. Here are some of the points emphasized by Pure Oil's illustrative material:

1. There is the salesman who carries a fund of spicy stories, has a gift of gab and an aggressive personality. Yet the man who lacks these talents, if he wisely uses practical sales tools, will be more consistent in his production volume.

2. Some salesmen "never have time for sales tools." If they will use sales tools to organize their time and cut down false motion, they will remember forgotten sales points, and the sale will come quicker.

3. Why use sales tools at all? The eye is a more trustworthy witness than the ear. Eye-witness evidence is the best in courts of law. Seeing is

If you can clinch a sale by saying "blah," don't say "blah-blah."

—Anonymous

believing. Why not let your prospect see?

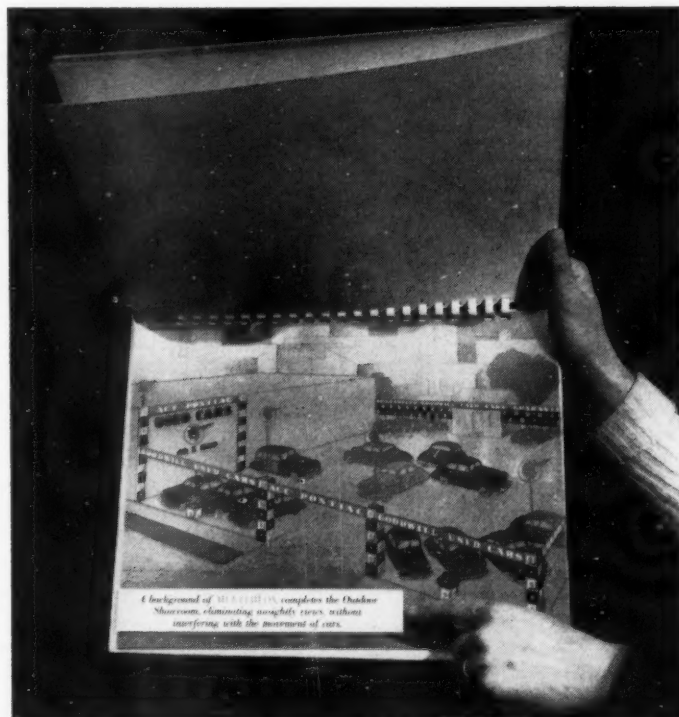
4. Hearing requires concentration. Seeing requires little effort. When visual sales are used it is certain that everything doesn't "go in one ear and out the other."

5. Here's an example of the power of sight, as compared with hearing alone: Take the case of the TV presentation of a football game as against radio, or the world series in baseball.

6. If you live out in the country and some friend asks you how to get there, what do you do? Very simple: You make a rough sketch of a road map. It may not be pretty but it helps him to find the corner for the turn. Do the same thing when you sell.

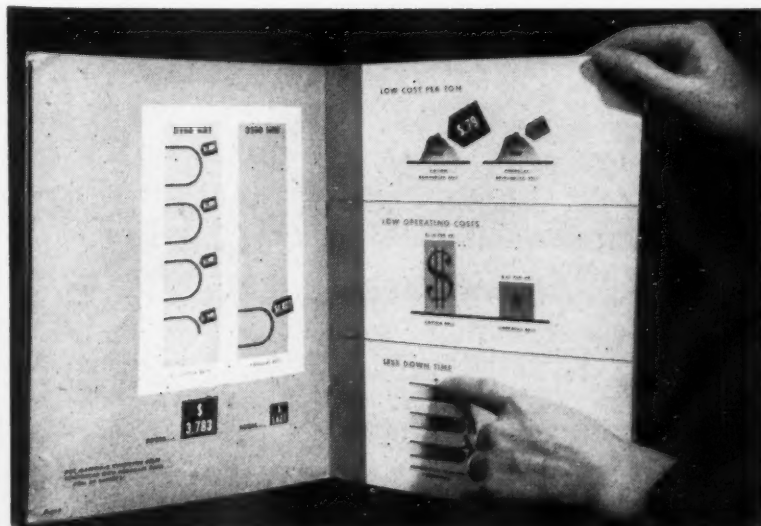
You can go on and on. Pure Oil knows from positive experimentation and study that people "buy through the eye." If people buy through the eye, then salesmen ought to sell through the buyer's eye. It is very, very simple. That's why Pure Oil is stressing, always and endlessly, these truths to its salesmen.

Tools for Selling

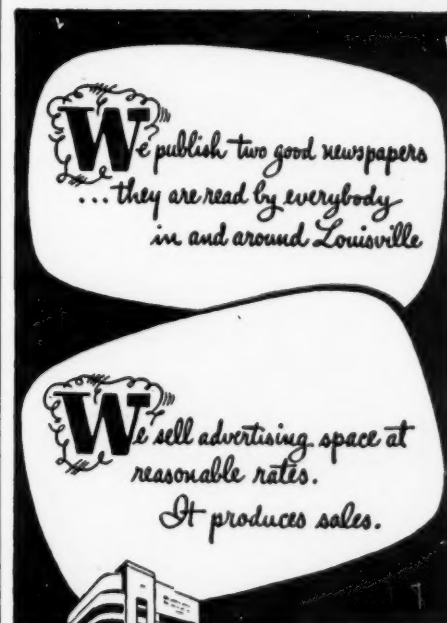


STEP-BY-STEPPER: Pontiac wants to get the same dealer-identification in its used-car lots as it maintains in new-car showrooms. They're doing it with Multi-Blox, decorative units which carry the Indian head, Pontiac's trademark, and which are designed to be placed strategically around lots. To show dealers how the units can be purchased and how they will look once installed, Pontiac Motor Division field representatives use this transparent overlay easel. Each transparent page carries an elaborate Multi-Blox decorative scheme. Developed by X-Ray Visual Sales Method, 35 East Wacker Drive, Chicago.

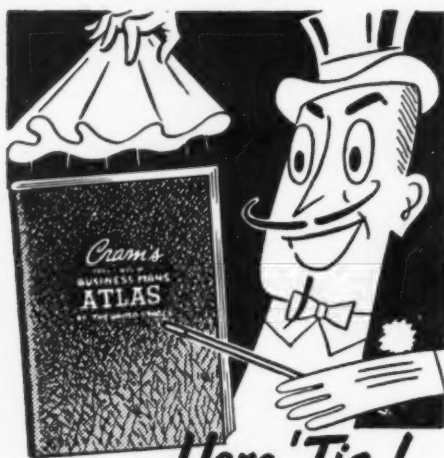
PACKAGED STORY: Owens-Corning Fiberglas Corp., Toledo, manufacturer of Fiberglas yarns, finds this booklet an effective sales tool . . . not only in helping its own salesmen to sell belt manufacturers on the advantages of belts containing Fiberglas material, but in assisting salesmen for belt manufacturers to promote their finished product's merits to their end customers. Through illustration, the booklet shows why, how and where Fiberglas reinforced hot materials conveyor belts outlast other type belts. Prepared by Hile-Damroth, Inc., 320 Broadway, New York 7, N. Y.



Little feet walk farther to the shoe stores that give balloons! And the kids drag along their parents, America's original "Captive Audience." In any promotion don't forget that there's money in Sonny—and Susie, too! Your sales message on PIONEER Qualatex "Floating Billboards" not only advertises but *sells* your product. PIONEER balloons as package inserts, tie-ons or self-liquidators pep up sales of *any* product! Printed in non-fading, crackless pigments, gorgeous colors. Our Ad Service Department gives you ideas, samples, imprint information. Write to The PIONEER Rubber Company, 179 Tiffin Road, Willard, Ohio.



The Courier-Journal
THE LOUISVILLE TIMES
Owners and operators of
Station WHAS and Station WHAS TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.



Here 'Tis!

CRAM'S BUSINESS MAN'S ATLAS 1950 CENSUS EDITION

Four previous editions have established this Atlas as a time saver and a money maker. Compiled and edited for a busy man who wants the facts—and quick!

Send today for descriptive folder or order one on your letterhead at \$17.50 prepaid on

FREE 10-DAY TRIAL

THE GEORGE F. CRAM CO., Inc.
730 E. WASHINGTON ST.
INDIANAPOLIS 7, IND.

WILLIAM H. ALBERS, how does your garden grow?

Grow so many wonderful things to eat, that is—those featured at Albers' Super Markets? Of course we realize that even the greenest thumb—single-handed—couldn't turn out so many things to eat—that in the final analysis you prefer to see two other things grow: sales and the Albers' organization.

We're pleased that you use Times-Star advertising to promote those aims: in the first eleven months of '51 the Times-Star carried 223,096 lines of Albers' advertising.

That's part of the total that makes the Times-Star Cincinnati's leading General and Retail Grocery advertising medium.



GETTER-UPPER: Distributors and jobber salesmen of the R. M. Hollingshead Corporation's Automotive Division used to hate to get up to begin the day's work because they had to gather up this miscellaneous assembly and struggle down the street as best they could, with cans of sidewall cleaner in hip pockets, chrome polish in one hand and water pump lube in the other. So loaded down were Hollingshead's salesmen that sometimes they couldn't find a pocket for the order book. Then they got hold of the display-carrying case pictured, which opens like an accordion to show the entire line of automotive accessories—22 different items. Closed, the unit is about the size of a trumpet case, is easy to carry. Hollingshead salesmen have written letters of praise for the display tool and are inclined to get up earlier than they did in the pocket-stuffing days. Unit designed and made by Fibre Products Manufacturing Co., 30-32 West 13th St., New York 11, N. Y.

*Anyone Can
Be a Salesman
with a . . .*

*. . . Showmaster**

HALF AS LARGE, HEAVY AND EXPENSIVE
AS PYRAMID EASEL PORTFOLIOS
—for same page area. Shows double-page vertical spread.

Sets up and takes down in a flash—no buttons or gadgets to fool with. Carried in stock in 4 sizes.

* Also 100s of other items.

Sales Tools, Inc. 1702 W. WASHINGTON BOULEVARD
CHICAGO 12, ILLINOIS



Send for FREE Folder

MILPRINT PACKAGING *sparks the sale*



Clark Quality brings them back

Here is a combination that spells "SUCCESS" *everyday* at the nation's candy counters—a combination that has helped build business for the D. L. Clark Company since 1922 when the first Clark Bar was introduced.

Family resemblance of all Clark packages helps sell the whole line. That's the product of a winning combination too—careful design plus precision printing by Milprint.

If you need a self-propelling package to match the tempo of today's self-service selling do like Clark and hundreds of manufacturers in many fields . . . call your Milprint man *first*. He offers the widest selection of packaging materials, printing processes and designing facilities available anywhere.

MILPRINT FOLLOW-THRU

This package insert was suggested to Clark by their Milprint salesman. It proved to be an inexpensive, and tremendously successful device to get youngsters who enjoy Clark Bars to try Clark's Teaberry Gum.

This insert printed by Milprint, Inc.



Milprint INC
PACKAGING MATERIALS
LITHOGRAPHY & PRINTING

General Offices: Milwaukee, Wis. • Sales Offices in Principal Cities

Printed Cellophane, Pliofilm, Polyethylene, Acetate, Glassine, Foil, Folding Cartons, Bags, Lithographed Displays, Printed Promotional Material



FORTY YEARS AGO the automobile was a rich man's toy. TV and radio were unheard of. Refrigeration? You hung a card in the front window to signal the ice man.

Today we drive 40 million cars, listen to 90 million radios, keep food in 33 million refrigerators.

Yet millions in the rest of the world are still groping in the primitive darkness of 40 years ago.

Why have we moved ahead? Competition is a chief reason. Only competition in business has made luxuries commonplace in your home today. Competition, for example, in the production and sale of steel and things made out of steel.

Steel makes progress possible—in war or peace . . . in the manufacture of everything from tableware to tanks, razor blades to skyscrapers, baby carriages to "Big Mo".

How well does this competition of ours work in the steel business?

. . . The U.S.A. shows an 83.4% gain in steel output between 1939 and 1950. The rest of the world shows an 0.8% loss.

. . . In 1939, the U.S.A. under "competition"

made $\frac{1}{8}$ of all the world's steel. Today we produce half—all with only 6% of the people in the world.

. . . Steel workers under "competition" gained in jobs, too. There were 449 thousand jobs in 1939. Today—637 thousand.

The steel industry is just one example of how a free competitive system works. Ours is the security millions of people in the world dream of when they embrace such dead-ends as "planned economies".

Look around and see what happens when people hand their jobs and factories over to the government. Or have them taken by law. Or by force. Name it what you will—"communism", "nationalization", "socialism", "regimentation"—it is a one-way street, and no turning back. By then people no longer own government. Government owns the people.

. . . .

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THE COMPETITIVE SYSTEM DELIVERS THE MOST TO THE GREATEST NUMBER OF PEOPLE



INSISTENT CUSTOMERS STARTED IT: Then Lane Publishing designed a special display rack and persuaded jobbers to tie in.

Now They're Selling Books In Hardware Stores and Nurseries

Based on an interview with **GEORGE PFEIFFER III**
Manager, Book Division, Lane Publishing Co.*

We refer you to the fabulous sales of *Sunset's* how-to-do-it books for people who like to build or grow things around their homes. These books are priced, packaged and distributed as tools. They stimulate workshop and garden sales.

When George Pfeiffer moved from New York's Park Avenue area to San Francisco to become manager of the Book Division of Lane Publishing Co. he was astonished to find so many *Sunset* how-to-do-it books sold through nurseries and a few hardware stores, in addition to bookstores and other dealers who traditionally handle books.

Being an eastern publisher, fresh

*Publishers of *Sunset Magazine*. Headquarters are at Menlo Park, Calif.

from 10 years of promotional work with Lippincott, Harper's and McGraw-Hill in New York where a book is a book and all books, even how-to-do-its and whodunits are still just a little class conscious, he opened his eyes wide when he visited some of the unorthodox Lane Publishing accounts and saw copies of the "Western Flower Garden Book" thrown among plant pots, trowels and packages of fertilizer . . . but selling . . . and "Landscaping Your Home" tossed in a not-too-tidy pile with

hammers, nails and paint, in a little hardware store . . . also selling.

"I had never thought of books as sold—or salable—through other than customary book outlets," he recalls. "Obviously, though, those nurserymen and hardware dealers were not set up to handle them."

The impressive fact, one that was to bring about a revolution in Mr. Pfeiffer's thinking on the promotion of books, was that through spontaneous demand and without prompting, organization or effort, books were selling where books never had been sold before, selling in stores that did not even have shelves, let alone bookshelves.

Eager to find out what could be done, he experimented with a small wooden rack that would bring together a few of the leading titles for display. It was designed to be placed on a counter. Ordered cautiously at

first in lots of 25 to 50 and offered to dealers, mainly nurserymen, free with an order for books worth \$50 net, in a few months several hundred had been taken by about that many dealers. Dealers were delighted, for the display sold the books faster, kept them clean and formed a logical center for a store promotion.

That was the beginning of planned organization of the new approach to merchandising of books by Lane, an approach that offered them not as detached from action, to be pored over in the study or schoolroom or drowsed over in bed, but as accessories to the robust activities of men and women who love to *do*—in short, as *tools*. That approach has sold over a million books at a profit, half of them through non-book outlets.

It didn't happen overnight. There was an educational job to do. Although several hundred retail dealers, spurred on by demand from their customers, eagerly ordered the leaders among the *Sunset* how-to-do-it books on gardening, cooking, barbecues, entertaining, house plans, direct from the publisher, the distributors serving these dealers—with one or two exceptions—could not picture themselves as wholesalers of books.

Direct selling to retailers was something of a headache and, besides, the demand was spotty both as to titles ordered and areas sold. For any organized and serious promotion through new outlets, widespread services of wholesalers were necessary.

Horried Salesmen

When Mr. Pfeiffer, armed with a plan for hardware distributors, began to present it at their sales conferences, hardware salesmen were horrified at the idea of selling books. Some of the more progressive wholesalers were won over when (1) they were convinced that promotion of the how-to-do-it books actually could help them sell more of their regular items and (2) the publisher worked out an acceptable discount schedule.

The second point had posed a problem because—and this is nothing new in the book business—publishers will sell a dealer at a discount better than jobbers can give the dealer. Lane established a policy of discouraging direct purchases where a suitable distributor existed in a territory and provided a discount setup which gave hardware wholesalers the 50% discount which is customary in that field. The actual discount is 48%, prepaid, with an added 2% for payment by the tenth of the month. This permitted the hardware wholesaler to

sell to the dealer at one-third the list price.

The resistance of the salesmen was perhaps the biggest hurdle Lane had to jump to draw hardware and other non-book wholesalers into its distribution setup. It was tackled in several ways. The first way was to make it easy for the men to sell the books. The next way was to take the "bookish" curse off of them. The third was to give them a sure and simple means of interesting the nurseryman or hardware dealer in not only handling but displaying and promoting the books.

Experimental Racks

We have mentioned the experimental wooden display rack holding nine titles, which was tested by nurserymen. It had been enthusiastically received in that field, some dealers lining up two or three on a counter to make a handsome display. As the program developed it was more widely used when it was offered free with an order for 24 assorted titles, representing an investment of \$20 instead of \$50, as originally.

When it came to selling the hardware field a serious difficulty arose. Nurserymen had no shelves. But some hardware dealers had no counters. The wooden rack would not do for them. After studying the stores, Lane devised a wire rack which could be placed on the floor, or a counter if there was one, or hung on a wall. It was light, held six titles instead of nine, because the list of books which were suitable for the hardware field at first was more restricted, and collapsed flat for shipping. This rack, with 24 assorted books, was presented to the hardware salesmen.*

Along with it went a page for their catalogs, produced by Lane. Hardware salesmen are weighted down with catalogs, having many small items to sell, so Lane held its information down to two sides of a single page. It was designed to aid in selling the dealer. Side one of the page was headed: "Salesmen for you—for Every Item in Your Store," followed by a large illustration of the rack with leading *Sunset* book titles. A box presented the deal (free with an order for 24 assorted books). "*Sunset* books stimulate your custom-

*As this is written, Lane Publishing has found that smaller accounts for which the six-title rack was created "have grown so along with our new list of books that they need a larger rack." A new nine-title, three-pocket rack is about ready for distribution by all the wholesalers.

ers to buy more of the other items you carry" was a curiosity-whetting subhead, with another question-starter below: "Make a double profit. Let *Sunset* books help you sell more of everything you carry."

Eight thumbnail sketches showed eight leading titles with three- or four-line descriptions. For example: "Flower Garden Book . . . The 'garden bible' of the Pacific Coast. More than 250,000 copies sold and still going strong. \$2." (The figure is now close to 300,000 copies sold.) Or: "Landscaping Your Home . . . Hundreds of landscaping ideas for home owners. More than 250 illustrations. \$1." Similar short texts, with cut, presented the "Visual Garden Manual," "Vegetable Garden Book," "Barbecue Book," "Barbecue Cook Book," "How to Plan and Build Your Fireplace," and "How to Grow African Violets," all priced at \$1, \$1.35 or \$1.50. Side two of the catalog sheet carried more detailed descriptions of the contents of the books, together with a recommended starting order. The page ended with the slogan in large type: "Let *Sunset* books help you sell more of everything in your store."

How did the hardware salesmen take over from there?

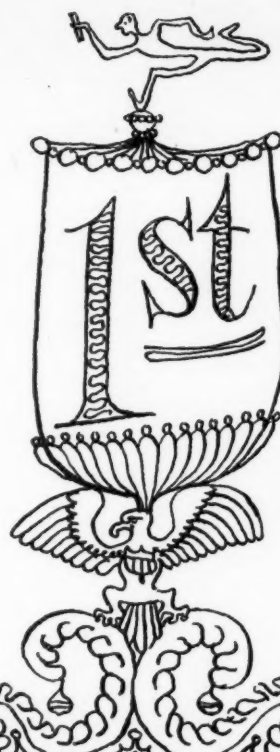
Tools—Not Books

Lane's approach in selling the salesmen was their cue for selling the dealers. They were told: "These are not books. They're tools. You may not see them on bookshelves. You will find them out in the yard or on the end of a plank, thumbled and open. All *Sunset* books are tools. They're priced, packaged, distributed as tools. Some of them cost a little more but we do everything we can to price the books at \$1 or \$1.50. We know that a man with a fence-building job in view, walking into a store and seeing "How to Build a Fence," if it's priced at \$1.50, will snap it up. Priced at \$4, even if it were the best darned book ever written on the subject, he'd think twice, think again, and more than likely forget the whole thing.

"*Sunset* books are designed with this non-academic type of man in view, a man who rarely goes into a bookstore. . . . He's the type who makes, who builds, who does things. In his leisure time he's out designing barbecues, working on a fence, laying out a vegetable garden. He's a gold mine for the lumberyard, the hardware dealer, the nurseryman. Every time he buys a how-to-do-it book he'll be that much better as a

In 1951 **HOUSE BEAUTIFUL** led all home and women's service monthlies in advertising lineage gains.

Such an endorsement on the part of the country's advertisers is convincing proof that...



Yearly Advertising Linage

	1951	1950	Gain or Loss Lines
<i>House Beautiful</i> . .	890,996	852,424	+38,572
<i>House & Garden</i> . .	734,878	738,130	- 3,252
<i>Better Homes & Gardens</i>	1,089,911	1,091,011	- 1,100
<i>American Home</i> . .	472,494	465,779	+ 6,715
<i>Ladies' Home Journal</i>	943,454	992,288	-48,834
<i>Woman's Home Companion</i>	642,783	646,895	- 4,112
<i>McCall's</i>	593,719	561,205	+32,514
<i>Good Housekeeping</i> .	737,128	759,747	-22,619

Source: P. I. Dec. 13th



...**House Beautiful** sells both sides of the counter

572 Madison Avenue

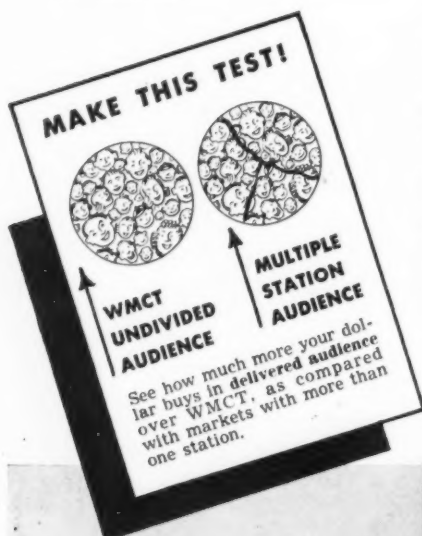
FEBRUARY 1, 1952



**"Amazing, but true—
120,000 divided by one
is still 120,000"***

Says J. Walter Microdope
EMINENT LABORATORY SCIENTIST

We need no scientist to tell us that the 120,000 television homes in the Memphis area represents an undivided audience of television viewers and listeners.



For WMCT is the first and only station in this great 2 billion dollar market. When 120,000 homes look and listen to television in this area, you can be sure they are looking and listening to WMCT only.

* According to latest Memphis television distributors' figures, this is the number of television homes in the Memphis and Mid-South area.

National Representatives The Brankham Company
CHANNEL 4 • MEMPHIS
AFFILIATED WITH NBC
Owned and operated by
THE COMMERCIAL APPEAL
Also affiliated with CBS, ABC and DUMONT



customer for other things the dealers sell—materials, supplies, tools, paint.

"Hundreds of nurserymen have already found this out. Anyone who would buy a flower garden book, for example, simply can't read it through without wanting to buy seeds, garden implements, foods and fertilizers, all the hundred and one things he has been fired to work with.

"The dealers love these books because they inspire those who read them to make something. They tell how, tell him what tools he'll need, what materials right down to the smallest detail. They stimulate the sale of everything offered in the store."

It didn't take the salesmen long to see that this was no idle talk. It was practical good sense. It would have been an achievement, given the resistance encountered, to win mere negative acquiescence at the start. It was better than that. As they met success, enthusiasm grew.

Distributor Follow-through

Lane did not leave it at that, but followed through, keeping distributor salesmen informed. Each time a new book is added to the list, an advance copy is mailed to the man's home address, billing the wholesaler, who is his employer, for one-half of the net price. Along with it goes a covering letter giving highlights of the book and a descriptive release. The letter emphasizes that the distributor is paying half the cost of the gift.

At this point—about a year later—the salesmen are definitely won over to the idea of selling books... as tools. Says Mr. Pfeiffer: "We can't hold them back, particularly in the nursery field. The hardware salesmen have made tremendous headway."

The fact that, during the past 18 months, 1,500 display racks have been distributed is one indication of the job that has been done. Distribution is mainly through wholesalers.

California Pest Control, nursery supplier, was one of the first distributors in the garden field to take on the books. It has become the largest single account. Sloss & Brittain was the first distributor of the books in the hardware field.

Sloss & Brittain distributes throughout Northern California, from a San Francisco headquarters. In Southern California there is a similar firm, American Wholesale Hardware, Long Beach. The two (not affiliated) got together on the production of a sales catalog for their dealers, made up imprinted with the dealer's name, to

be mailed out by him to customers and prospects and given away over the counter. Intent on increasing the catalog's pulling power and making it something the hardware dealer's customers wanted to keep, Sloss & Brittain decided to make it more than just a catalog of its offerings and to add useful and interesting editorial content. The company asked Lane for permission to use some of the material from the *Sunset* how-to-do-it books—which of course was granted.

The 16-page booklet, in outer appearance resembling a home and garden magazine, had a color cover picturing a California patio with barbecue corner, lawn and flowers. In the foreground there were plant pots and gardening tools laid out for a job ahead. "Get Set for Spring" the title reminded. Below, on the facsimile of a how-to-do-it book, was this suggestion: "See inside for tips from *Sunset* books."

What Book Offers

The inside pages, dressed up with plenty of color and starting off with "Swing into spring with the right tools and materials," etc., temptingly "displayed" and described the hardware items appropriate to the various jobs in view, organized by groups. The *Sunset* books were tied in with the groups of items they might help to sell. Thus, with hose connections, spray equipment, wheelbarrows, garden gloves, flower border fencing, the "Sunset Visual Garden Manual" was featured. Beside a picture of the book was a large caption: "Garden Tips . . . Transplanting Seedlings . . . from the 'Sunset Visual Garden Manual'."

Lane's support to the wholesaler is not haphazard. "The internal policy is to support him continuously, to the extent of 10% of his net billings," Mr. Pfeiffer explains. This support includes the racks for display, literature, point-of-purchase advertising, promotional pieces to mail with statements and cooperative ads.

Direct-mail campaigns are encouraged. For example, for the coming spring promotion two of the leading *Sunset* book wholesalers, Cal-Pest and Sloss & Brittain, will follow through in February on a Lane suggestion for a big mailing to their lists of customers and prospects, pounding home the story of *Sunset* books and featuring the large nine-title wire rack now ready for distribution to the trade. Lane will pay for the mailing cards to be used in the campaign. The wholesalers will pay for postage and cost of addressing.

Cooperative advertising featuring local dealers is handled through the distributor. Thus, a half dozen of Cal-Pest's best dealers for *Sunset* books shortly will have substantial space in smaller city newspapers—*San Rafael Independent*, *Palo Alto Times*, *Sacramento Bee*—at a cost of one-third to the dealer, two-thirds to Lane Publishing. Advertisements will be blown up for window streamers.

Promotion of books as tools has had some far-reaching good effects, unsought by the publisher. For example, in July, 1951, the *Sunset* book, "How to Build Fences and Gates" came out. Executives of the California Redwood Association read and fell in love with it—although it didn't specify redwood. They came to Lane and said, "We believe lumber dealers ought to stock this book. Would you mind if we sent out a letter about it to our people?" Lane of course didn't mind. And 3,000 letters, addressed to "Lumber Dealers East and West" went out over the signature of Philip T. Farnsworth who heads the California Redwood Association.

Inquiries into Orders

In short order Lane received approximately 400 communications from lumber dealers. As a result of Lane Publishing Co. follow-up, more than 100 lumber dealers who sent orders were converted into permanent handlers of the how-to-do-it books appropriate to their business, getting the display rack and promotion material.

Still further use was made of the tie-up. Lane and *San Francisco Chronicle* representatives called on lumber dealers in and around the *Chronicle's* circulation area and won over 15 good promoters of the books for a page advertisement on the fence book. Each dealer paid for his "card" and Lane paid for the body of the advertisement which ran in the *Chronicle's* "This World" section Sunday, August 26.

Lane's regular advertising support is run mainly in business papers such as *Hardware World*, *Pacific Coast Nurseryman*, seed and garden catalogs published by Krist and Dimm in Portland, Ore., and sold to nurseries and garden stores for distribution under its name to customers.

The range of new non-book outlets for these books is by no means exhausted. Dealers in masonry supplies, for example, are beginning to put in displays of the "Barbecue Book" (how to build barbecues).

Sales of *Sunset* books through all

outlets nearly doubled during the past year. Cal-Pest, Lane's largest wholesale account, began to distribute the books in May of 1950. During the first 10 months of 1951 it sold nearly three times what it sold in 1950.

With about 50% of the books finding customers through non-book outlets, it's pertinent to ask: What has this done to bookstore sales? There were—perhaps still are—book buyers who would like to cut George Pfeiffer's throat with a dullish knife. But the truth is the non-book promotion has actually done them some good.

How It Began

We have been writing about a business that was started accidentally. In the process of building *Sunset Magazine* into an exponent of western living and promoter of everything connected with it, small how-to-do-it pamphlets were brought out and given away as subscription premiums. Proving popular, they grew into booklets with a \$1 value on them. Long after they were shut off as premiums, people were still asking for them, particularly the Flower Garden booklet which was allowed to become a book and is, to date, the top seller. As a friendly gesture to nurserymen who were *Sunset* advertisers, this book, with holes punched in it for hanging up, was presented to nurseries to help their staffs answer questions on planting and gardening under western conditions. When the eager gardeners asked to buy the book to take home, the nurserymen started to keep on hand a few extra copies. And that is how it all began. The market was waiting. *Sunset* was thrust into producing for it by the demand.

Owner Laurence William Lane, who bought *Sunset Magazine* in 1928 and founded Lane Publishing Co. after a varied career which started him out as a hardware salesman making calls with horse and buggy in Iowa, likes to recall with a smile of amusement that the book publishing, getting inadvertently under way while he was working hard to develop the magazine, proved such a headache at times that he was tempted to throw it out.

"It was quite a surprise," Mr. Pfeiffer says, "to learn some months after all this got started, that Mr. Lane's beginning in business was as a hardware salesman. It's a good omen, because what we are doing in the Book Division is only a beginning, too."

Now Available!

1952

**STUDY & REPORT of
SEATTLE
NEWSPAPER
CIRCULATIONS
and
DUPLICATIONS**

DAILY
ABC CITY ZONE
SUNDAY ANALYSIS
SHOWS SIMILAR
RESULTS

THE
SEATTLE
TIMES
REACHES **75.7%** OF ALL
SEATTLE
HOMES

55.5% SEATTLE HOMES READ
ONLY THE SEATTLE TIMES

20.2% TAKE BOTH
NEWSPAPERS

17.4% READ ONLY
THE SECOND
NEWSPAPER

6.9% NO
PAPER

SECOND PAPER THERE COVERAGE **37%**

THIRD STUDY *AGAIN PROVES* SEATTLE TIMES' LEADERSHIP

In Seattle's A. B. C. zone of 544,945 people, The SEATTLE TIMES is the accepted newspaper in 8 out of 10 homes.

This year—as in previous years—the 1952 Study and Report of Seattle Newspaper Circulations and Duplications shows why consistent, frequent advertising in The SEATTLE TIMES alone sells the rich, busy Seattle market for advertisers.

Ask your local O'Mara & Ormsbee representative for the complete printed report showing the daily and Sunday study of Seattle newspaper circulations and duplications in 1952, as well as 1948 and 1950. Or write Advertising Manager, SEATTLE TIMES, Seattle 11, Washington.

This 1952 study—like its predecessors in 1948 and 1950—was conducted by a nationally recognized, independent firm of research consultants—Dan E. Clark II and Associates who employed U.S. Census Bureau methods. The sample was designed by Dr. Chilton R. Bush, Director of Journalistic Studies, Stanford University.

THE SEATTLE TIMES



Represented by O'MARA & ORMSBEE • NEW YORK • DETROIT • CHICAGO • LOS ANGELES • SAN FRANCISCO

Dear Editor...

SWIFT DISAGREES

Editor, SALES MANAGEMENT:

We have noted, with considerable concern, the article which appeared in your Washington Bulletin Board section of SALES MANAGEMENT, issued on October 15, 1951.

This article is a general discussion of chemicals in foods and comments specifically on Swift & Company's research in connection with various chemical emulsifiers used in bread, as well as hearings on chemicals before the Delaney Committee and before the Food and Drug Administration. In our opinion, this article contains unwarranted accusations against Swift & Company's research methods and also several errors.

For example, the article stated that the Swift Research Laboratories made only one extreme test known as the "LD-50" on a chemical emulsifier used in bread. This is not true, as clearly stated in hearings before the Congressional committee. (See pages 296 to 303 in the published record of "Chemicals in Food Products" hearings.) In addition to the LD-50 test, our Laboratories did extensive experimental work on the chemical emulsifiers, and these were fully reported to the Committee. Such milder tests included the following:

1. Subacute toxicity studies on rats and hamsters.
2. Chronic toxicity studies on rats and hamsters.
3. Chronic toxicity studies on hamsters, making use of baked bread containing the test substance.
4. Histopathological studies of more than 2,100 animal tissues. Two of Swift & Company's shortening products (including mono- and di-glyceride type) were given the same tests as for the chemical emulsifiers.

The article further stated that our Research Laboratories had certain tests on a competitor's products, but not on its own, which is also untrue. In fact, the Research Laboratories made the same extensive tests on the company's shortening products, as reported by our representatives to the Delaney Committee. This testimony clearly indicated that Swift products were found to be wholesome without toxic effects regardless of the type of test or specie of animal—even when fed at high levels.

The article also failed to state that Swift's shortening products—which contain mono- and di-glycerides—are foods; that man has consumed them since the beginning of time; that these fats are in common use in every country of the world; that they have been officially approved by both the U. S. Department of Agriculture Meat Inspection Division and

by the Federal Food and Drug Administration.

R. C. NEWTON
Vice-President in Charge of Research
Swift & Company
Chicago, Ill.

BACK-TALK FROM DEALERS

Editor, SALES MANAGEMENT:

I'm prompted to write in response to your editorial . . . (SALES MANAGEMENT, January 1) "Year's Most Needless Survey."

The article in the NADA Magazine, from which your quotes were taken, also contained some very important positive expressions. Oddly, your excerpter missed these. For example, emphasis is based on the fact that there are a great many misconceptions evident in public attitudes. Hearsay evidence seems to be responsible. This is apparent, for example, from the fact that an overwhelming 82% of the people interviewed said they did not have to take unwanted accessories. Similarly, while more people seemed to distrust new car dealers as a group, a majority expressed the opinion that *their* dealer was a reliable businessman of integrity.

You ask in your article, "What are dealers going to do about it?" I'd like to tell you that we plan to do a lot. Committees are being organized at 54 state and area levels to develop local programs with dealers. These programs have a twofold objective: (1) to work with dealers toward correcting practices that need correction and let the public know about it; (2) to correct the public misconceptions and make people aware of the business integrity and business responsibility of new car dealers. This is a long-range program. It has started and will continue until objectives have been accomplished.

WALTER M. KIPLINGER
Director of Public Relations
National Automobile Dealers
Association
Washington, D. C.

BLACKBOARDS

Editor, SALES MANAGEMENT:

The Blackboard and Chalk article in SALES MANAGEMENT gives your readers a bum steer. It is way behind the times when it says that *there is no substitute for a blackboard*.

There are a number of modern substitutes. One of these is the large easel-size paper writing pad, such as is used with

the Oravvisual All-Purpose Portable Easel. This advanced method of visualization is not only being used by many of the country's leading educational institutions, but has been accepted by hundreds of top sales organizations in preference to the old-fashioned blackboard as can be verified by our large and distinguished list of customers.

J. DE JEN, President
Oravvisual Company, Inc.
St. Petersburg, Fla.

(Mr. De Jen refers to "10 Sound Rules for Using a Blackboard When You Speak," p. 56, SALES MANAGEMENT for December, 1951—The Editors.)

BETTER WITH AGE?

Editor, SALES MANAGEMENT:

At this time we are especially interested in encouraging employers to be less restrictive about the age of salespersons whom they request from us. We have attempted various devices which would convince them that maturity is an important asset in selling. For this reason two of the articles under "Adventures in Shopping" in your November 1, 1951, issue were of particular interest to us: the one headed, "Age Is No Handicap," and another headed, "Another Boost for the Mature Worker."

We would like to ask permission to reproduce these (indicating the source, of course) in a promotional flyer which we are working on. I think that would be most effective, and hope it will be possible for you to allow us to use them.

JANET O. WOLFE, Manager
Division of Placement &
Unemployment Insurance
New York State Employment Service
New York, N. Y.

(This is an unexpected use of "Adventures." We applaud the idea—The Editors.)

SALES INCENTIVE PLANS FOR HEAVY INDUSTRY

Editor, SALES MANAGEMENT:

Would you kindly advise what data and information you have available on sales incentive plans and/or bonus plans in operation either now or in the recent past with steel companies or related types of business?

J. N. COUNTER
General Manager Commercial
Steel Sales
Western Division
The Colorado Fuel and Iron
Corp.
Denver, Col.

(There's widespread interest, despite the sold-out condition of the raw materials industry, in incentive plans for salesmen. Each mail brings similar requests. A special bibliography dealing with pay plans in many fields has been prepared for SM readers. For your free copy, address Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.—The Editors.)

Are Your Salesmen Sold On Your Advertising

(Continued from page 27)

newspaper advertising!"

Some men in seven other groups also advocate it.

"8. Do you think it's worth-while to show the dealer in detail what your advertising program is?"

Ninety per cent of all the men think it is worth-while.

By industries, the highest proportion—97%—is in tires. Hard beverage and textile-clothing men are for it 96%; home furnishings 95%; household equipment 94%; soft drinks 93%; gas and oil 92%; miscellaneous 91%; foods-groceries 89%; silverware 88%.

But only 81% of drugs-cosmetics and industrial men favor it.

In nine groups the reason given oftenest is: "Dealers are impressed; they like to know what you are doing to help them."

But soft beverage men stress: "It builds faith in the manufacturer's ability to presell the product." Home furnishings and textiles-clothing: "Because the dealer may want to tie in."

The "tie-in" factor looms larger when other reasons—such as "advantage to him in displaying the merchandise to be advertised"—are included with it. Some men express this as "pinpointing the advertising to his store."

But 44 men in seven industries warn that dealer-briefing should be confined to the "most important details."

In fact, the main reason given by the 10% of all the men who say dealer-briefing is *not* worth-while is that "he is too busy to listen."

"9. Do you feel you know all you ought to know about your company's advertising?"

Sixty-five per cent reply Yes and 35% No.

Group percentages of those who think they are adequately informed are 76 in foods-groceries; 73 in soft drinks; 71 in textiles-clothing; 70 in industrial; 67 in hard beverages and home furnishings; 65 in drugs-cosmetics; 59 silverware; 53 tires; 52 household equipment; 45 in "miscellaneous" and 42 in gasoline and oil.

Greatest need of those who "don't know enough" is for copies of ads in advance. This is stressed mostly by men in drugs-cosmetics, household

Survey Covered Cross-Section Of ANA—and Committee

Among the 40 companies whose salesmen were questioned in this survey—to which salesmen of 36 companies replied—were most of

those represented among the 24 members of the Merchandising the Advertising Committee.



Chairman Hause

The committee also believes that the repliers are fairly representative of the ANA's entire membership of 500 advertisers. It would not release the names of participating companies.

Members of the committee are:

Donald B. Hause, Armour & Co., Chicago, chairman;
Henry J. Archer Jr., Atlas Supply Co., Newark;
M. J. Batenburg, Pittsburgh Plate Glass Co., Pittsburgh;
O. Frederick Bates, Fred W. Amend Co., Chicago;
Frank A. Beiderman, Kimberly-Clark Corp., Neenah, Wis.;
William Cash, General Mills, Inc., Minneapolis;
Leo P. Corcoran, The Hoover Co., Chicago;
James Eads, International Cellucotton Products, Chicago;
Lauren K. Hagaman, The Magnavox Co., Fort Wayne, Ind.;
Franklin Hawkins, Libbey-Owens-Ford Glass Co., Toledo;
Donald Kennedy, Jantzen Knitting Mills, Portland, Ore.;
Robert H. Marriott, Climalene Co., Canton, Ohio;
Howard Martin, Swift & Co., Chicago;
Frier McCollister, Simmons Co., Chicago;
L. P. Moyer, General Electric Co., Cleveland;
Ward H. Patton, Green Giant Co., Le Sueur, Minn.;
Alexander Rogers, Libby, McNeill & Libby, Chicago;
Verne Schwaegerle, American Meat Institute, Chicago;
Howard L. Spindler, American Radiator & Standard Sanitary Corp., Pittsburgh;
George L. Staudt, Harnischfeger Corp., Milwaukee;
R. G. Stolz, Brown Shoe Co., Inc., St. Louis;
Stuart Watson, Standard Oil Co. (Indiana), Chicago;
Ray Webber, Swift & Co., Chicago, and
H. L. Webster, Wm. Wrigley Jr. Co., Chicago.

equipment, industrial, miscellaneous, silverware, textiles-clothing, and tires.

Soft beverage men want "some way of showing what amount is actually spent for dealers locally." Hard beverage men seek to tell both "what the results are . . . how results are tested" and "reasons why certain mediums are used and others are not."

The need for explaining mediums used also ranks high with drug and cosmetic, home furnishings, home equipment and other men. A num-

ber urge breakdowns of national expenditures by territories. The tire men want such a breakdown also by product type.

Thirty-four drug-cosmetic men cite 17 different kinds of "knowledge" which they lack.

"10. Do you have any suggestions as to how your company might get more value from the amount it now spends in consumer advertising?"

Back to local again! Leading sug-

gestion by food and grocery, textiles and clothing and "miscellaneous" men calls for use of "more local advertising and more local trade magazines." Among silverware and industrial men this ties with "put on more cooperative advertising." Home furnishings and gasoline men also emphasize co-op advertising.

Soft beverage, drug-cosmetics, household equipment and tire salesmen give strong preference to "increased use of TV." Hard beverage men want more "concentration" of efforts and elimination of "trivia."

"11. How important do you believe your company's store display materials are in helping you build sales?"

Sixty-two per cent call these materials "very important;" 25% "of some importance;" 10% "not too important;" 3% "not important at all."

The spread among those who say "very important" runs from 81% in soft and 76% in hard beverages and in silverware down to 46% in gas and oil and 43% in industrial.

But combining the "very" and "some" groups, store materials are important with 87% of all the salesmen, in this order: Silverware 98%; soft beverages 96%; household equipment 94%; gas and oil 92%; hard beverages and home furnishings, 91%; foods-groceries 89%; drugs-cosmetics 86%; tires 84%; textiles-clothing 82%; miscellaneous 80%, and industrial 68%.

The grocery, gasoline and silverware men give as their Reason No. 1: "Increases volume through impulse sales."

Hard beverage, textiles-clothing and drug-cosmetic men stress: "Ties in with national advertising at point-of-sale."

Household equipment, tires and industrial men cite the functions of these materials as "spotlights and eye-catchers." Others say they "increase volume" and "help the dealer to sell."

"12. How many cents of each dollar spent on advertising do you think your company should spend on national advertising, local advertising, point-of-sale material?"

The average dollar would be broken down into 60 national, 25 local, 15 point-of-sale.

But for national, 3% of all the men would spend 0 to 19 cents; 13%, 20-39 cents; 32%, 40-59; 30%, 60-79; 10%, 80-100; 12% "no answer."

For local, 25% would spend 0-19 cents; 40%, 20-39; 16%, 40-59;

4%, 60-79; less than 1%, 80-100, and 15% no answer.

For store materials: 43% would spend 0-19 cents; 38%, 20-39; 6%, 40-59; 1%, 60-79; none, 80-100 cents, and 12% no answer.

Among the "miscellaneous" salesmen, 33% on national and 40% on local and store advertising, either did not know or would not answer. Thirty-seven per cent of home furnishings men were non-committal on local and 20% of clothing-textile men on national. Of drug-cosmetic men, 24% did not reply on local, 17% on national and 16% on store display. Thirteen per cent of industrial men omitted all three.

Salesmen of seven groups generally favor putting into national 60 to 79 cents. These are led by silverware, with 44% of suggestions in this bracket; industrial, 40% and clothing-textiles, 38%. Others, in order, are drugs-cosmetics, home furnishings, gasoline, miscellaneous.

Eighty-seven per cent of soft and 75% of hard beverage men, 61% in tires, 58% in household equipment, and 57% in foods and groceries would spend less than 60 cents of the dollar in national.

The 20-to-39-cent bracket for local is favored by salesmen in eight groups—led by soft beverages, foods and tires. In drugs-cosmetics and home furnishings the 20-39-cent and 0-19-cent brackets get the same number of votes. Clothing-textile and silverware men would limit local expenditures largely to less than 20 cents.

Four groups—foods-groceries, drugs-cosmetics and hard and soft beverages—would spend 20 to 39 cents in store display. The eight others prefer 0 to 19 cents for this medium. Beverage and drug-cosmetic salesmen generally would spend the most, clothing, tires and industrial men the least, at point-of-purchase.

Twenty-two per cent of industrial men would have their companies shoot virtually their entire wad in national . . . But 16% of the gas and oil men want more than 60 cents of the dollar in local . . . Thirty-two per cent of soft drink men want more than 40 cents in store displays.

("Advertising managers," says Don Hause, may find it "advantageous" to tell the salesmen "their reasons for setting up the budgets"—to get better support from the salesmen, stronger tie-ins from dealers.)

"13. What kind of store display material do you consider most effective in increasing sales?"

A total of 594 of the men made 1,659 suggestions.

But more than one-third of industrial and "miscellaneous" men failed to answer.

Except in the gasoline and oil group, whose retail customers are served mostly outside, interior displays, materials and ideas predominate—with 953 suggestions. Window and other exterior suggestions number 347. "Package, sales, advertising and merchandising ideas"—ranging from recipe books, consumer folders and samples to display packaging and fixtures—get 195; "general suggestions," 164.

The food group's leading interior suggestions are for banners, posters, shelf-markers and counter cards. Soft beverages: counter cards, mass product displays and easels. Hard beverages: counter and floor displays. Drugs and cosmetics: counter cards and counter units, floor stands and displays, banners and streamers. Home furnishings: streamers and banners, blow-ups of national ads, easel and cardboard displays. Household equipment: banners, copies of national ads, display tables.

Textiles and clothing: blow-ups of national ads, counter cards and displays, fixtures. Silverware: counter displays, national ad cards, display fixtures, merchandise displays. Gasoline and oil: display racks. Tires: predominantly banners, posters and streamers. Industrial: banners, display boards and posters, product displays.

Window displays lead all types of exterior suggestions—although various salesmen mention neon and other signs and decals.

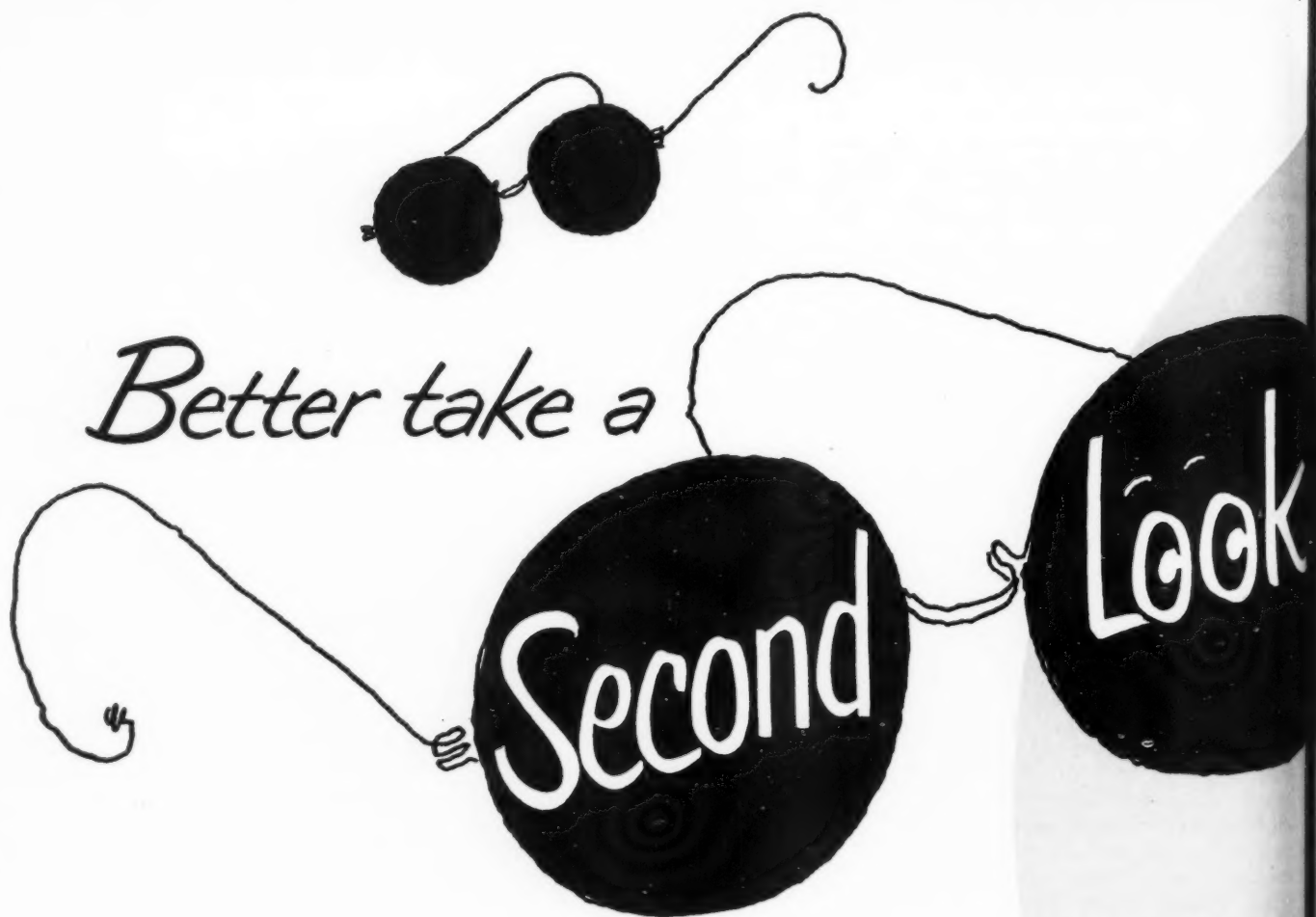
"General" suggestions include animated and permanent displays.

"14. What per cent of your company's store material is actually used in the retail store?"

Thirty-five per cent of the men say more than 80% is used. Twenty-two per cent reply 60 to 79%; 14%, from 40 to 59%; 14%, less than 40%. Fifteen per cent of all don't answer.

The 57% reporting use of more than 60% are led by soft beverage salesmen, who estimate 77% use; gasoline and oil, 73%, and tires, 70%. Then come foods, 64%; hard beverages and household equipment, both 60%; drugs, 59%; clothing textiles, 57%; home furnishings, 56%, and silverware, 41%.

The fact that roughly half of the industrial and "miscellaneous" salesmen—42 and 58%—did not get themselves involved in the use-of-displays question—may be largely responsible for their low answers. Only 31% of the industrial and 28% of



WE DON'T SAY that it's simple to make up a San Francisco newspaper schedule. We *do* say close study reveals one best first step:

Schedule The Chronicle first! Whatever newspaper list you finally come up with, you're sure to sell goods if you start with The Chronicle.

This is true, basically, because The Chronicle attracts more of our market's best-customer families than any other newspaper. (Study copies of the 4 San Francisco newspapers side by side and you'll see why!)

It happens these families are concentrated in San Francisco's Trading Zone suburbs (an approximate 50-mile radius) and in top residential districts of the City Zone. So *Chronicle coverage concentrates this way, too.*

It makes a package leading San Francisco merchants find profitable to buy day-in and day-out: *The Chronicle ... sales key to San Francisco's best buying circles!*

National Representatives:

SAWYER, FERGUSON, WALKER CO.,
New York • Chicago • Philadelphia • Detroit
Atlanta • San Francisco • Los Angeles

Families: 2 out of 3 live in Trading Zone...**Homes:** 9 out of 10 new homes located in Trading Zone...**Buying Income:** almost 2 out of 3 spendable dollars in Trading Zone...**Cars:** 3 out of 4 registered in Trading Zone...**Retail food sales:** 114.5% greater dollar volume in Trading Zone than City Zone

(Sources: Sales Management's 1951 copyrighted survey. San Francisco Bay Area Council research. California Dept. of Motor Vehicles.)

at latest market facts which show—

The key to San Francisco's
"Best ^{buying} Circles" is clearly—

THE ^{SAN FRANCISCO} Chronicle
YOUR #1 SALES MAKER IN THE MARKET

*Chronicle circulation,
geared to market develop-
ment, provides your best contact
with the best of these circles—
the dollar-active Trading Zone
AND preferred City Zone
districts!*



the miscellaneous men believe that more than 60% of their companies' displays are used. But subtracting the "don't knows" and "no answers" and using the others as 100%, two-thirds of the miscellaneous and more than half of the industrial salesmen believe more than 60% of this material is used.

(Don Hause thinks the salesmen generally are "highly optimistic and unrealistic" in reporting "actual use of store material." Their guesses don't agree with findings in an ANA survey ["Put Your Punch in P.O.P.!" SM, March 15, 1951] on the extent to which *dealers* say they use this material.)

"15. How important do you think your company's literature and direct mail (envelope stuffers, folders, booklets and broadsides) are in helping you build sales?"

Of material directed to the dealer, 41% of all the men reply "very important;" 53% "of some importance;" 6% "not important at all."

Only the salesmen of silverware, with 61%; home furnishings, 58%, and tires, 56%, regard it as more "very" than "some." At the other end in this list are hard beverages and gas-and-oil, both 23%.

But in four groups—clothing-textiles, silverware, gas-and-oil and miscellaneous—100% of the men regard this to-the-dealer material as at least of some importance. Those who say it isn't important at all are led by foods-groceries, 14%; soft beverages, 12%, and industrial, 9%.

Of material for dealer to distribute to consumer, 45% call it "very important;" 48% "of some importance;" 8% "not important at all."

In seven of the 12 groups—paced by silverware with 80% and clothing with 60%—half or more of the men say this material is very important. The other five are household equipment, tires, industrial, home furnishings, and miscellaneous. The silverware, hard beverage and "miscellaneous" men are 100% in saying this dealer-to-consumer material has at least some importance.

The groups with the largest proportions who call it not important at all are drugs-cosmetics, 21%; soft beverages 17%, and foods-groceries, 13%. Only 5 to 2% of the other six groups see no importance in it.

"16. Does your company supply you with tie-in, store display material in time for you to arrange for its use by dealers in connection with your major promotions?"

Eighty-nine per cent reply *Yes*; 9% "sometimes;" 2% *No*.

The over-all *Yes* replies are pulled down by the industrial men—only 63% of whom indicate that they always get such material in time for dealer use. From 96 to 88% of the men in nine other groups are in the *Yes* column. The silverware salesmen did not answer this question (The last page of their questionnaire was torn off.) and those in "miscellaneous" provided only four replies.

Thirty-one per cent of industrial men get tie-in store material in time "sometimes." With this exception, the salesmen generally seem about 100% pleased with their companies in this respect.

(But Don Hause believes that

when they "reached this question they were too tired to put up an argument: Answers to previous questions do not indicate that 89% of them receive advertising reprints, point-of-purchase material, etc., in time to do a good job with retailers.")

The ANA's Merchandising the Advertising Committee concludes:

1. Manufacturers' salesmen need more help in defining "local advertising" and in explaining it to their customers.

2. Although the "salesmen in general have a good understanding of national advertising," sales and advertising managers "are not giving them the information and the tools with which to make the most of it."



DISEASE: Disordered counters like this call for a cure . . .



REMEDY: A functional display unit that tidies up point-of-purchase.

Order Out of Chaos

A new self-merchandising fixture for displaying bath mat sets helps eliminate the retailing bugaboos of haphazard inventory checks and disorganized, unattractive display. Too, less stacking and more counter organization allows additional selling time for store personnel. It is being made available by Regal Rugs, free, with a minimum order of 10 dozen sets in four patterns and any color selection.

Constructed of Masonite, the display fixture occupies four square feet of space, makes it easy for the customer to flip through the proven, best-selling selection and make her choice without soiling or throwing stock into a heap.

Because the back of the fixture is equipped with shelves to hold 36 sets, it's easy for merchants to tell at a glance when merchandise needs reordering. The unit is adaptable as a tie-in merchandiser for linen departments, variety and gift stores, furniture stores and carpet departments.

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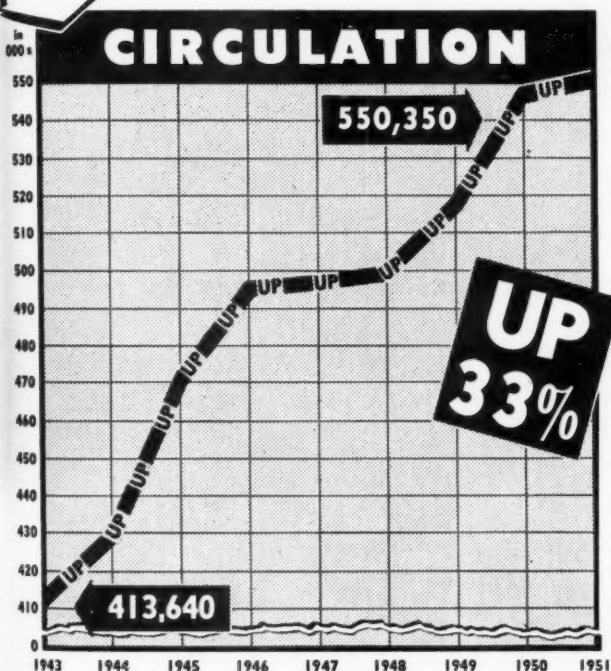
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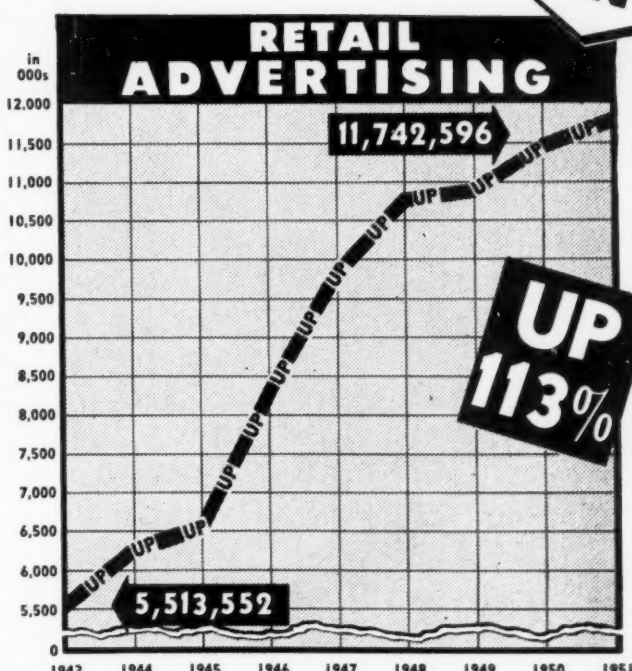
UP ⁱⁿ CIRCULATION ⁱⁿ ADVERTISING

SINCE 1943 THE CHICAGO DAILY NEWS HAS A
CONTINUOUS RECORD OF

IN OUTSTANDING GAINS! IN



Trend in Circulation of the Chicago Daily News... Since 1943



Trend in Retail Advertising of the Chicago Daily News... Since 1943

Source: Media Records, Inc.

Average Net Paid Circulation UP
from 413,640 in 1943 to
550,350 in 1951

Retail Advertising Linage UP
from 5,513,552 Lines in 1943 to
11,742,596 in 1951

CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER
JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: CHICAGO

NEW YORK OFFICE:
9 Rockefeller Plaza

DETROIT OFFICE:
Free Press Building

MIAMI BEACH OFFICE:
Hal Winter Co.
9049 Emerson Ave.

SAN FRANCISCO OFFICE:
Story, Brooks & Finley
607 Market Street

LOS ANGELES OFFICE:
Story, Brooks & Finley, Inc.
1651 Cosmo Street

FEBRUARY 1, 1952

Build on the *Bedrock* of Hometown America

Hometown, America . . . where people still care about home and family life in the traditional American way. Where there's not so much talk about social significance, but lots of day-to-day action by good citizens and neighbors. Where more than 2½ million typically American families have an abiding faith in The American Magazine.

They look upon it as a tried and trusted friend. Because it has always reflected their hopes and ideals, with understanding of their heartaches, it is truly a Family Service Magazine.

And it reaches more than 2½ million Hometown American families every month. Families with incomes 38.7% higher . . . families 2% bigger and 9% younger . . . than the U. S. average. So if you want such people to believe in the integrity of your company, your product or service, tell them your story in The American Magazine.

In The American your advertising costs less. Because it lives longer. Because it is built on the bedrock of Hometown, America.



American
MAGAZINE

*The Family Service magazine
for Hometown America*

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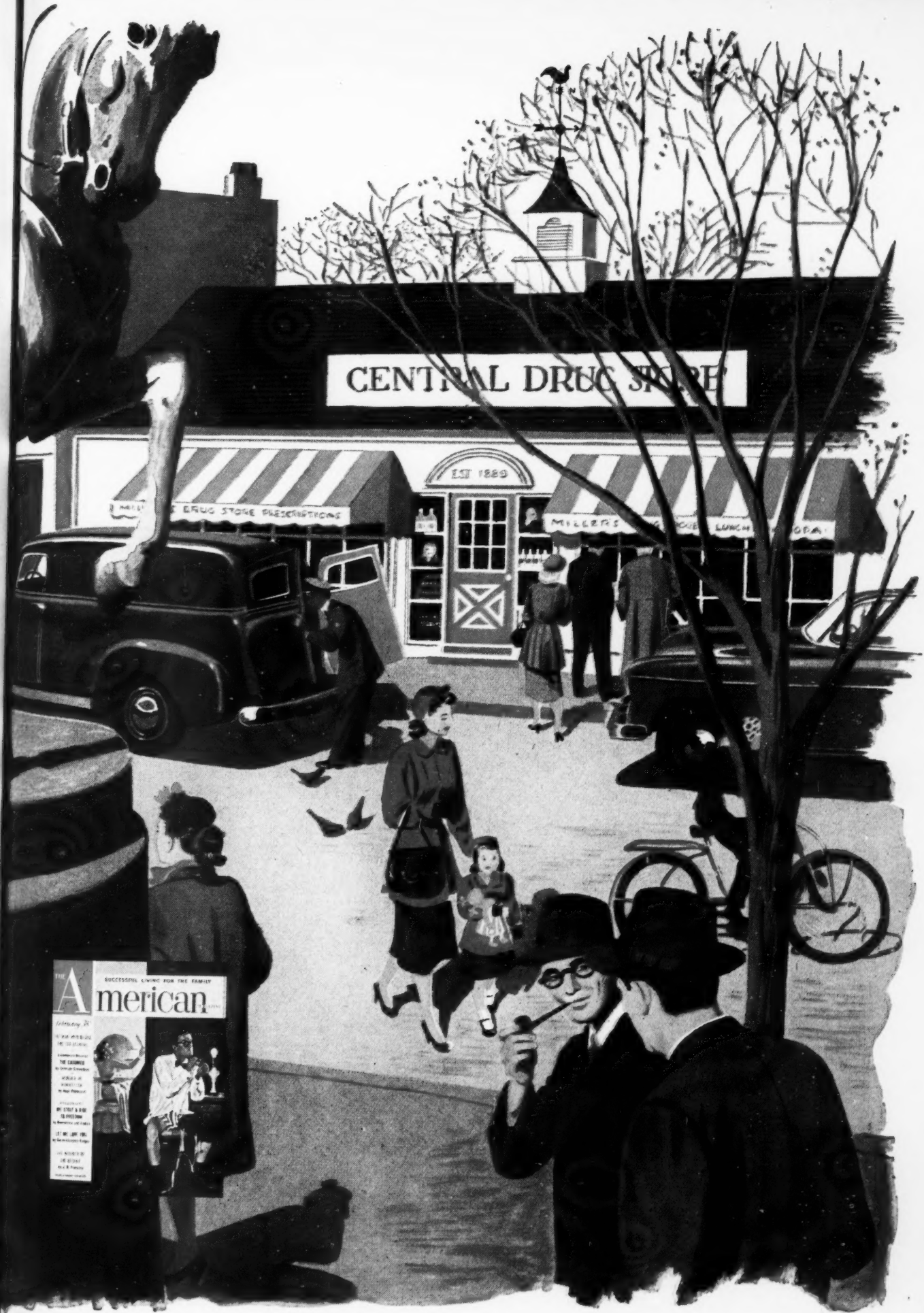
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FEBRUARY 1, 1952

Advertising

MEDIA ... AGENCIES ... SERVICES

Improved Commercials, Short Cut to TV Sales

"The relative selling effectiveness of television commercials can be far more important than program ratings in making the television dollar work harder," says Daniel Starch and Staff.

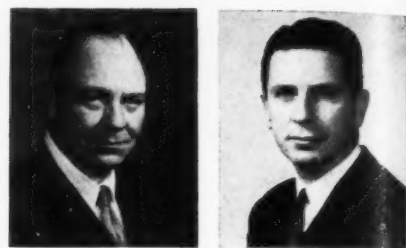
The research firm has pointed out an example of two directly competitive advertisers currently using TV network programs with about the same audience rating. The first advertiser is producing 41 new people who would buy the product out of every 1,000 set owners, whereas the second advertiser produces only 19 new customers from each 1,000. The base here is all set owners, not program listeners. This second advertiser could increase the effectiveness of his television advertising dollar and match his competitor by improving his commercials, according to

Starch. On the other hand, were he to use the same commercials on a program with double his present audience rating, the research company states, he would still produce only 38 new buyers per 1,000 set owners, still less than his competitor.

It is much easier, Starch points out, and much less expensive to improve commercials than to increase program ratings. The range of differences in effectiveness of television commercials today is much wider than that of advertising in the older media. "The reason for this," the Starch company says, "is that due to inexperience a large proportion of current TV commercials violate many of the basic principles of mass communication." There are, however, groups of advertisers currently ahead of the field in learning how to use the new medium most effectively.



DISCUSSION LEADERS of the 18th Annual Scripps-Howard Retail Conference held at Edgewater Beach, Chicago, in January: (Left to right) Stanley Collins, retail advertising manager, *The Cincinnati Post*; Howard Grothe, advertising director, *The Washington Daily News*; Harold Riesz, director of business promotion and research; H. H. MacLean, director of Retail Advertising Division; Leslie E. Yates, advertising director, *The Fort Worth (Tex.) Press*; Robert K. Stoltz, advertising director, *The San Francisco News*.



PROMOTED: Thomas J. Patterson (right), has been appointed advertising director of *Family Circle Magazine*, and Arthur A. Howe (left) is named Eastern sales manager.

Oil Business Display Angles Packed in Book

One hundred ideas to assist oilmen in the construction and effective display of dramatic, inexpensive exhibits through which they can explain their business activities to the people of the nation are contained in a brochure being distributed by the Oil Industry Information Committee.

Entitled "Display Your Business," the 32-page booklet may be obtained—gratis—by oil companies and service stations requesting it from the Committee's national office in New York City or from its district offices in various parts of the United States.

Layout, suggested copy, construction detail and methods of adapting the exhibits are analyzed in the publication, said to be the first of its kind. Each of the 18 displays is designed to fit comfortably within a standard 10-foot booth at fair, convention, open house or similar place. The most expensive exhibit makes use of aluminum tubing, colorful plastics and a screen for a rear view motion picture projector, yet it can be constructed for less than \$200. Other smaller and less elaborate displays can be made of orange crates and plywood by a handyman at a cost of less than \$20 and still present a professionally pleasing story of some phase of the oil industry.

"Display Your Business" contains reproductions of 22 selected photographs depicting the progress of oil from the ground to the ultimate consumer. Glossy 8" by 10" prints are available on order at a cost of any 10 for \$1.00 for incorporation in any exhibit.

Further, the booklet tells how a single exhibit can be adapted to fit the needs of a service station operator, a local oil jobber or distributor, an exploration or production company, an oil transportation business or a refiner. Suggested local and national copy containing the latest information in each field is supplied.



in
FLORIDA
3 will get you 80*

*Based on Sales Management 1951 Survey of Buying Power figures and current ABC Reports, using these three papers gives you 20% or better family coverage in the 52 counties accounting for 80% of Florida's Effective Buying Income, 81% of food sales, 82.8% of drug sales, 81.6% of furniture sales, 80% of general merchandise sales and 81% of Florida's total retail sales. You also get above 30% family coverage in 42 counties, above 50% in 20 counties, above 60% in 9 counties and above 70% in 6 counties.

It's no Surprise!



FLORIDA
Retail Sales are Up
357%

from 1940 to 1950 — better
than 1/3 more than the 234%
increase in the U. S. as
a whole.

Any market, which, through increased population and increased prosperity boosts its retail sales 357% in 10 years is worth going after!

For years Florida's three big morning dailies have given blanket coverage in their own trading territories. In addition, since they offer 20% or better family coverage in counties producing 80% of Florida's sales, they give great added strength to your advertising in other Florida markets.

Put them at the top of your next media list and watch your Florida sales grow—fast!

Lowest Cost Coverage in Florida's Top Markets

**FLORIDA
TIMES-UNION**

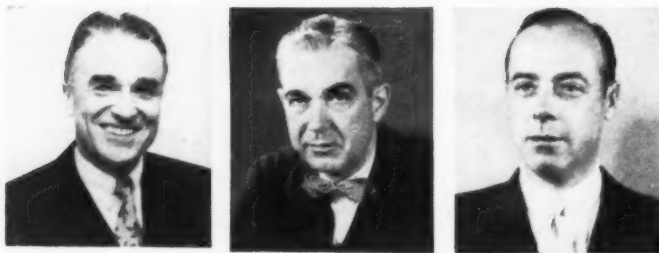
JACKSONVILLE
National Representative
Reynolds-Fitzgerald, Inc.

**THE MIAMI
HERALD**

National Representative
Story, Brooks & Finley, Inc.
A.S. Grant, Atlanta

**TAMPA
Morning Tribune**

National Representative
Sawyer-Ferguson-Walker Company



COWLES MAGAZINES, INC.: John Reiss (left), *Quick* advertising director and Cowles vice-president, is named publisher of *Quick*, a new post. Harold B. Hawley (center) is now advertising manager of *Quick*; Mervin C. Whatmore (right), business manager and a vice-president, has been named general manager of Cowles Magazines, Inc.

along with sketches for placards or enlarged photographs.

During 1951, 9,560 exhibits were developed and displayed by local oilmen on their own initiative. The Oil Industry Information Committee's Exhibits Subcommittee has prepared "Display Your Business" to encourage many more companies and service stations to adopt this inexpensive and effective way of telling their story of oil's progress.



ARTHUR A. BAILEY, former executive vice-president of Ward Wheelock Co., is elected president, succeeding Ward Wheelock, now in new post, chairman of board.

"No Such Thing as a TV-Home," Says WNEW

There is more listening to radio today in radio-TV homes in the New York metropolitan area than in 1948, the year of television's first major strides. In a report pointing out an afternoon increase of radio listening of 47% and an evening increase of 28%, WNEW, New York City independent station, has presented facts that a TV set in the home by no means removes that home from radio following.

The WNEW report points out that in a year which saw a 71% increase in television ownership, there was a 9% decrease in television set

usage in the average evening quarter hour, while radio set usage increased 31%. Stating that the figures indicate that television is a visual counterpart of radio network programming, the station's report claims a continuing preference for music and news as typified by WNEW's own presentations.

Figures in the report also show an overall increase since 1947, in morning weekday radio listenership, and as many homes tuned to the radio receiver in the afternoon as in 1947. Even during the evening weekday hours in which television has its greatest strength, radio listening has decreased to a far lesser degree than is generally supposed. In the case of WNEW, 89 homes are tuned to the radio, on weekday evenings, for every 100 in 1947.

In the report, which is based on figures from the Pulse and Telepulse research organization, it is discovered that WNEW's share of radio listening is higher in radio-TV homes than in radio-only homes. Referring to the report's title, "There Is No Such Thing as a Television Home," WNEW states, "A home with television in it is a radio home to which a television set has been added. When a TV set is added, the radio home becomes a radio-television home. Significantly, a radio-television home is the very one which uses more than the average number of radios."

Food, Drama Are Leading Sponsors, Fare on Nets

Dramatic offerings lead all other types of programs now sponsored on both television and radio networks, according to a Program Type Summary prepared by Executives Radio-TV Service, Larchmont, N. Y.

Based on data contained in the new edition of the firm's *FACTUARY*, the totals show that on television there are now 68 programs in the drama

category, while on radio networks the total is 60.

Mystery and detective dramas are currently most frequent, with 26 of this type on television, 19 on radio. Other dramatic program types include: dramatic plays—21 on TV, 15 on radio; situation comedies—11 on TV, 13 on radio; juvenile and western—10 on TV, 13 on radio. Serials are considered in a separate category and total 33 on radio, seven on television.

Sponsor classifications, also included in the summary, show that food and food products firms have the highest number of programs on both TV (32) and radio (24) networks. Home furnishings and appliances are second with 20 sponsors on TV and 12 on radio.

Television totals show 163 sponsors and 167 programs; radio network totals list 124 sponsors for 200 programs. These figures are indicative that in radio several sponsors have more than one program and that in television there are fewer sponsors with more than one program, with a continuing trend toward multiple-sponsorship of individual programs.



THOMAS R. VOHS, elected vice-president of Anderson & Cairns, Inc.; had joined predecessor, 1946.

Whiskey Prices in National Magazines for First Time

For the first time since repeal of Prohibition a whiskey advertisement will carry consumer prices via national magazines. A full-page ad on Park & Tilford Reserve is appearing this month in two magazines with a combined circulation of 6,390,000 and estimated readership of about 30,000,000.

The precedent-setting ad—strongly competitive—has been released by Park & Tilford Distillers Corp. via Storm and Klein, Inc., for the February 2 issue of *Collier's* and the February 26 issue of *Look*.

Prices have been omitted hitherto from whiskey ads in national maga-

Tested ways for your salesmen to get dealers to sell

In this new, idea-packed book you will find the proved methods that successful salesmen have actually used to get dealers to sell their goods, not just carry them. Pointing up his principles with one successful case after another, the author shows how your salesmen can actually make dealers eager to push your product. And he shows how they can do it without your firm spending one cent more on advertising—just by seeing that the advertising helps you now offer get seen . . . used . . . made to provide inspiration for buying. These are merchandising methods that have worked in specific cases, yet are so general, so basic to selling, that they can be made to work anywhere.

ADVENTURES IN MERCHANDISING

By LIONEL B. MOSES

Vice-President, Parade Publication, Inc.

Formerly Director of Merchandising, American Weekly

209 pages, \$2.50 per single copy; Liberal discounts on quantity purchases



This is a book by a man who for twenty-five years has made a specialty of the "merchandising of advertising"—of seeing that dealer helps and other advertising efforts really get used to move more goods. Besides the twelve exciting case histories of how good merchandising sold some slow movers fast and upped the sales on fast movers, the author gives the basic principles that lie behind these success stories. He shows how, beginning with one case that works, the salesman can cut a pattern that will work for countless other cases.

Written in the same direct, straightforward talk with which salesmen swap ideas over morning coffee, this is the kind of book that will make sense to your salesmen right off—that will provide them with ideas they can go out and use the very first day they have the book in their hands.

Fifteen chapters

1. The Reason Why
2. The Writing on the Wall
3. Who Pays Your Salary?
4. Objective Thinking
5. What Smart Buyers Buy
6. Sell the Spring
7. Traffic Magnets
8. Something for Nothing
9. Distribution of Ideas
10. Sampling
11. Demonstrating
12. Surveying
13. Get the People In
14. Advertising's Job
15. Merchandising's Job

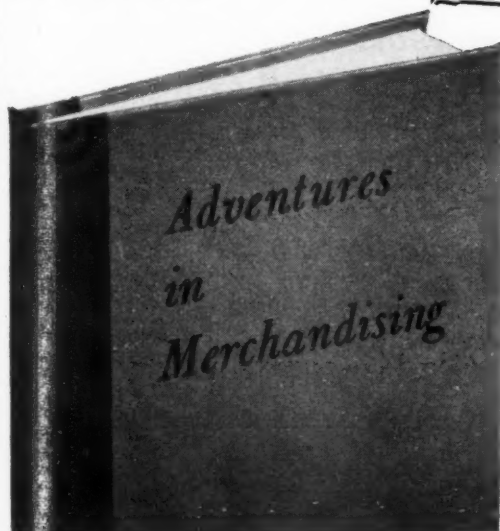
"terse, lively," says *Advertising Age*

"... a terse, lively, informative volume, possibly the first text devoted to the merchandising of advertising. . . . Throughout the entire volume, Mr. Moses' easy, conversational style is devoted to a review of the basic principles of merchandising—principles which he has successfully used during more than a quarter of a century.

"He suggests an idea, defines it, explores it, shows various applications for it, restates it and discusses it. Any salesman who reads the volume will find it difficult to refrain from putting at least some of the ideas into practice."

Twelve case histories

1. Adventure with Aunt Jemima
2. Adventure with a Baby Carriage
3. Adventure with Sunkist
4. Adventure with Two Jars
5. Adventure with a Wagon Jobber
6. Adventure with Cookie
7. Adventure with an Illiterate
8. Adventure with Betty Crocker
9. Adventure with a Ham
10. Adventure with a Mattress
11. Adventure with Ivory
12. Adventure with a Sack o' Sauce



SEND FOR YOUR COPY!

ASK FOR A QUANTITY-DISCOUNT QUOTATION

Pillsbury Publishers, Inc., 170 E. 79 St., N. Y. C. 21

- ☐ Please send me _____ copies of "Adventures in Merchandising," for which I enclose \$2.50 per copy.
- ☐ Please quote a quantity-discount price for _____ copies.

Name

Company

Address

City & State SM-2-1



TIMED for February 14, this poster was presented, along with other visual merchandising materials, by the National Valentine's Day Council to NRDGA board of directors for retailers' use.

zines because of the different prices prevailing in the states as a result of varying excise tax rates.

The Park & Tilford Reserve ad is overcoming this practical obstacle by showing the retail price-per-fifth in each state on a large U. S. map.

Candidly competitive throughout, the ad goes a step further in showing the price consumers would pay "for whiskeys of the same type and quality." Readers are urged to "compare price . . . taste . . . formula."

Harry P. Herrfeldt, Park & Tilford vice-president in charge of sales, points out that the magazine represents "an extension of the price-comparison campaign on Park & Tilford Reserve that has been running in newspapers for more than a year."

"We were prompted to extend the campaign to national magazines," said Mr. Herrfeldt, "by our conviction that the average citizen is now more price-conscious and more value-conscious than at any time since before World War II. Rising prices and increased taxes compel him to be more selective in his buying."

WOR Stations Join Don Lee as Macy's, General Tire Merge Controls

Ownership of stations WOR, WOR-FM and WOR-TV is now shared between R. H. Macy & Co. and the General Tire and Rubber Co. As approved by the Federal Communications Commission, the transaction calls for transfer of the New York City outlets, formerly wholly-owned by Macy's, to the Don

Lee Broadcasting System. Macy's becomes part owner of Don Lee, which was wholly owned by General Tire. The WOR Program Service, Inc., is transferred from Macy's to Don Lee and the WOR physical operating properties are being leased for 25 years by Macy's to Don Lee. FCC approval contained the condition that Don Lee divest itself of its interest in station WICC, Bridgeport, Conn., as no firm may own more than seven standard stations. This station has been transferred to the Bridgeport Broadcasting Co., which in turn had to divest itself of controlling stock of WLIZ.



ROBERT M. DOOLEY joins Blair-TV, Inc., as sales manager; was general sales manager, stations WOW and WOW-TV, Omaha, Neb.

Orlando Daily Newspapers Sell Radio Station WHOO

The Orlando Daily Newspapers, Inc., have sold radio station WHOO, Orlando, Fla., to a newly organized corporation, WHOO, Inc. President of the new firm is Edward Lamb who owns television stations in Erie, Pa., and Columbus, O. He is also publisher of the *Erie (Pa.) Herald-Dispatch*. Frank Oswald is vice-president of WHOO, Inc. Direct supervision of the station is in charge of its local general manager, Carl F. Hallberg, who is also secretary of the new corporation. WHOO has been owned and operated by the Orlando Daily Newspapers from December 5, 1947, when it signed on the air, until January 22, 1952, sale date.

1951 Magazine Advertising Sets \$511.2 Million Record

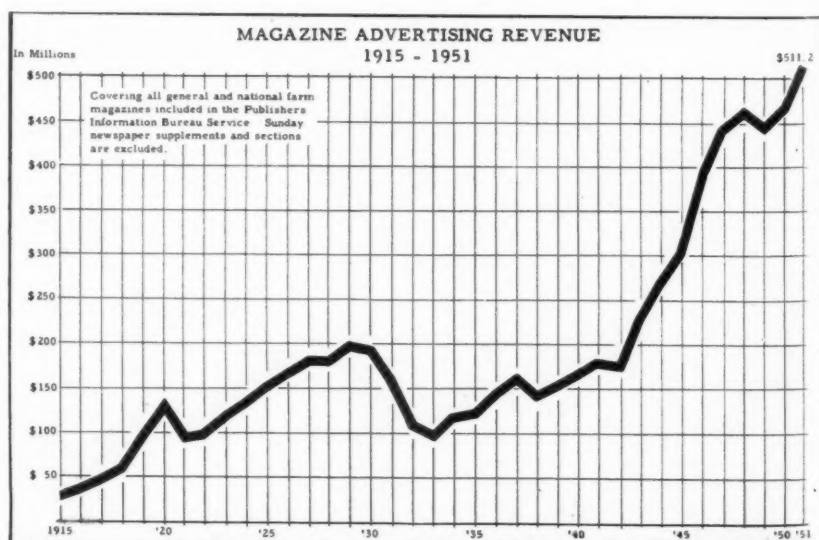
Advertisers have topped all past records of money poured into national magazine advertising, vaulting above the last record year—1950—by \$53.7 million. The \$511.2 mil-

lion of magazine advertising revenue spent during 1951 exceeds the previous year's comparable total of \$457.5 million by 11.7% and is nearly three times the volume of magazine advertising 10 years ago.

According to the Magazine Advertising Bureau which has just announced these figures, pages of advertising also increased in 1951—up 7.1% from the previous year.

The 1951 dollar figure represents an actual measurement of advertising space carried in all general and those national farm magazines included in the Publishers Information Bureau Service—about 100 in all. The figure is not projected to cover any unmeasured publications. Neither does this figure include the advertising carried by Sunday newspaper supplements and comic sections.

MAB further points out that more national advertisers use magazines than use all other media combined. The number of national advertisers investing \$25,000 or more in magazine advertising in 1951 is estimated at 1,925, compared with 1,791 in 1950 and only 660 in 1939.



Sales Management
THE MAGAZINE OF MARKETING
1951
SURVEY OF BUYING POWER

CARD NO.		STATE	COUNTY	CITY	RETAIL SALES			WHOLESALE (CITIES ONLY)	BUYING INCOME			FARM INCOME (COUNTIES ONLY)	SALES ADVTG. CTLS	QUAL. OF MKT INDEX
1	2	3	4	5	HOME FURN.	AUTO	DRUGS	6	NET DOLLARS	% OF U.S.A.	PER CAPITA	PER FAMILY	7	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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By using only those cards conforming to your particular sales territories, you can conveniently apply the **SALES MANAGEMENT Survey of Buying Power** to your own market areas. Through **MARKET STATISTICS, INC.**, the **IBM Service Bureau** will prepare these analyses for you quickly. Or if you have an installation of **IBM equipment**, you can prepare them automatically right in your own office.

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details. For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559)

MARKET STATISTICS, INC.

FEBRUARY 1, 1952

High Spot Cities

Retail Sales Forecast for February, 1952

Retail sales in February will total \$10.7 billion, a drop of 4% from the abnormally high volume registered last year. In fact, were it not for the additional selling day which comes with Leap Year, sales this February would be down nearly 9% from last February, when consumers were still seized with the fear of impending shortages. Declines in the percentage comparisons of sales with last year will show up throughout the first quarter of the year.

On the whole, however, the retail trade picture has been remarkably stable for the past ten months, though at a level which falls short of expectations based on continued rises in consumer income.

However, the cutbacks in civilian goods production for the first half of 1952 imposed by the defense program would not appear to warrant hopes of a new retail trade boom. Not only

are retailers adjusting their plans to current levels, but despite cutbacks, are finding it necessary to place more emphasis on promotion. There has also been renewed interest in streamlining of merchandising practices in the hope of cutting costs.

Among those states reporting better-than-average performances for this February (as opposed to February of 1951) are: Arizona, California, Colorado, Connecticut, Georgia, Kentucky, Michigan, Ohio, South Carolina, and Wyoming.

The leading cities, those with a city-national index well above average, are: Paducah, Ky., 127.7; Newport News, Va., 116.8; Bethlehem, Pa., 116.3; Akron, Ohio, 116.0; Ventura, Calif., 114.5; Tucson, Ariz., 113.9; Battle Creek, Mich., 112.5; Augusta, Ga., 112.3; Elmira, N. Y., 112.3; Wichita, Kan., 110.4; Warren, Ohio, 110.1; Har-

risburg, Pa., 109.7; Casper, Wyo., 109.5; Hartford, Conn., 108.9; Pittsburgh, Pa., 108.9; Bartlesville, Okla., 108.6; Niagara Falls, N. Y., 108.6; Spartanburg, S. C., 108.6; Muskegon, Mich., 108.5; San Diego, Calif., 108.4; Cleveland, Ohio, 108.3.

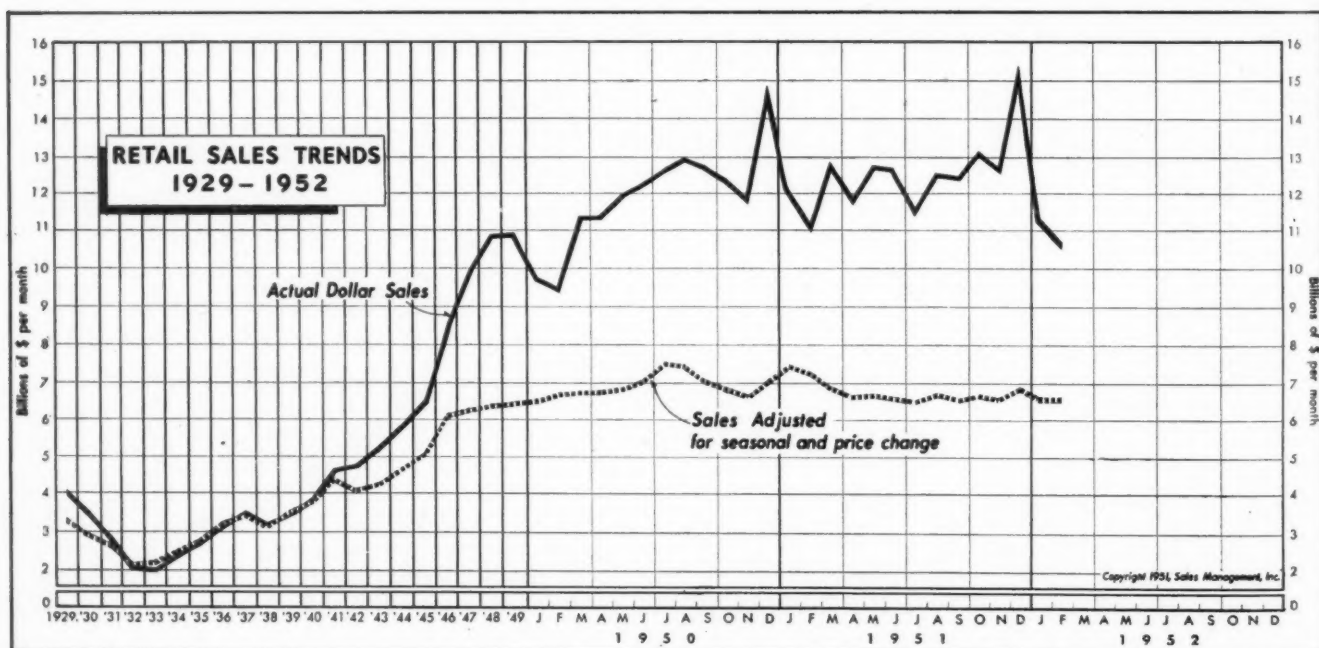
★

Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1952 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. . . . In Canada the year of comparison is 1941, the most recent year of official sales census results.

The second figure, "City Index, 1952 over 1951," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and



Retail sales in February, 1952, will total \$10.7 billion, but when adjusted for seasonal influences and price changes, the volume of sales in 1935-39 dollars amounts to \$6.6 billion. This is in line with

the performance of the past 10 months, but is still low in relation to the continued rise in disposable income. In current dollars, February sales are expected to be down 4% from the 1951 month.

how business is today as compared with last year.

The third column, "City-National Index, 1952 over 1951" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1951 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for February, 1952)				
City	City	City		
Index	Index	Nat'l		
1952	1952	1952		
vs.	vs.	vs.		
1939	1951	1951		
			\$	(Million)
				February
				1952

UNITED STATES

388.1 96.0 100.0 10,720.00

Alabama

Birmingham ...	436.7	94.4	98.3	28.69
Gadsden	498.8	90.4	94.2	4.09
★ Mobile	537.6	99.6	103.8	10.86
Montgomery ...	403.0	92.4	96.2	8.18

Arizona

★ Phoenix	627.3	103.3	107.6	19.76
★ Tucson	596.1	109.3	113.9	9.24

Arkansas

Fort Smith ...	446.2	93.7	97.6	4.64
Little Rock ...	447.2	91.2	95.0	12.03



Poppa Becomes a Shopper

(to quote Grey Advertising Agency, Inc.)

Every time you turn around the American male has moved a little deeper into the role of family purchasing agent. Check recent surveys . . . or just stroll through your supermarket, department or appliance store on Saturday or any shopping night . . . and you'll agree that Poppa . . . as a shopper . . . is here to stay.

. . . and becoming increasingly important in your advertising picture.

Marriage trends and mass home-building in the past decade have localized the interests of a whole generation of males as nothing else could. Their main concerns today are the family . . . their home, its maintenance and management . . . their community, from schools and churches to the local softball team.

Of all news media the Localnews daily alone thoroughly parallels Poppa's new outlook . . . is already building this new shopper to big stature in your sales picture.

Localnews hits Poppa

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews

Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON
PHILADELPHIA • PITTSBURGH • SYRACUSE

One of New England's Best Preferred in 1952

Declining sales volume this year calls for promotional emphasis in exceptionally strong markets . . . like Middletown.

Both city and trading area are well above average in income and sales. Middletown has \$5,698 family income; \$4,362 family retail sales . . . Middlesex County \$5,078 income; \$3,400 sales.

In actual sales and in ability to buy at an even greater rate the Greater Middletown market is outstanding . . . and no other newspaper or combination can cover it as thoroughly, economically as the Press.

You always get **MORE**
in **MIDDLETOWN.**

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

*Many of America's
most important
executives live
in Greenwich,*

a community which appeals to families that enjoy the better things in life and can afford them. Result—11,600 Greenwich families have the buying power of 20,000 average families. This market is effectively covered by only one newspaper: Greenwich Time, often called "the best suburban daily newspaper in America."

National Representatives:

Bogner and Martin, New York & Chicago

High Spot Cities

RETAIL SALES (S.M. Forecast for February, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	February
1939	1951	1951	1952

California

Bakersfield	487.3	95.9	99.9	11.16
Berkeley	336.0	92.4	96.3	7.56
★ Fresno	535.4	102.0	106.3	18.74
Long Beach	433.4	89.7	93.4	24.40
★ Los Angeles . . .	367.6	96.5	100.5	188.97
★ Oakland	389.4	103.0	107.3	46.26
Pasadena	403.0	89.3	93.0	14.59
★ Riverside	488.6	98.7	102.8	5.57
Sacramento	352.8	91.0	94.8	18.31
San Bernardino . .	454.2	95.0	99.0	8.04
★ San Diego	525.2	104.1	108.4	32.98
★ San Francisco . .	315.5	97.6	101.7	79.47
★ San Jose	412.2	98.5	102.6	12.49
Santa Barbara . . .	385.6	90.7	94.5	5.90
★ Stockton	421.7	98.4	102.5	10.29
★ Ventura	480.6	109.9	114.5	3.46

Colorado

★ Colorado Springs	401.4	103.5	107.8	5.54
★ Denver	380.3	100.0	104.2	44.46
★ Pueblo	385.3	99.3	103.4	5.78

Connecticut

★ Bridgeport	359.0	103.3	107.6	17.34
★ Hartford	345.4	104.5	108.9	24.63
Middletown	307.7	92.9	96.8	2.40
★ New Haven	312.0	98.3	102.4	17.88
★ Stamford	427.6	99.3	103.4	7.44
★ Waterbury	313.3	101.5	105.7	8.96

Delaware

★ Wilmington	411.0	96.3	100.3	17.55
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District of Columbia

★ Washington	406.2	101.9	106.1	107.43
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Florida

Jacksonville	440.3	92.7	96.6	21.40
Miami	633.5	93.5	97.4	42.95
Orlando	478.0	95.0	99.0	8.27
★ Pensacola	407.2	97.1	101.1	4.52
St. Petersburg . . .	550.0	93.9	97.8	11.78
Tampa	549.8	93.4	97.3	16.66

Instead of \$1 Our Cash Registers Ring Up \$1.44

For every dollar of food rung up in the average U. S. market, Biddeford-Saco grocers tap their cash register keys and \$1.44 shows up in the "window."

A 44c plus on every food dollar means big profits await you in this market . . . especially with the coverage provided by the popular Biddeford Journal—most important newspaper in the world to local families . . . telling who's who and what's what daily in the community and in local manufacturing plants.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.

Shopping Habits in the

No. 1

Metropolitan Market in Massachusetts

in Per Capita Retail Sales

Retail Sls.	Food
\$143,219,000	\$36,439,000
Genl. Mdse.	Furn-Hsld
\$12,737,000	\$7,310,000
Auto.	Drug
\$28,554,000	\$2,999,000

Person for Person the Most Responsive Mass Market in the State . . . and covered thoroughly by

ONE NEWSPAPER

100% coverage of City
Zone . . .

70% of Metropolitan Area

THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

RETAIL SALES (S.M. Forecast for February, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	February
1939	1951	1951	1952

Georgia

Atlanta	384.5	95.2	99.2	43.49
★ Augusta	466.7	107.8	112.3	7.70
★ Columbus	472.4	96.3	100.3	7.37
★ Macon	418.2	98.7	102.8	6.90
★ Savannah	389.9	98.2	102.3	8.85

Hawaii

Honolulu	379.2	95.7	99.7	19.68
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Idaho

Boise	364.8	90.1	93.9	5.29
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Illinois

Bloomington	339.2	92.9	96.8	4.41
★ Champaign-Urbana	415.2	97.2	101.3	6.81
Chicago	346.0	94.4	98.3	344.16
Danville	368.3	95.3	99.3	4.53
★ Decatur	348.3	96.5	100.5	7.35
★ East St. Louis	433.3	97.2	101.2	7.54
Moline-Rock Island-E. Moline	398.0	95.4	99.4	9.75
Peoria	346.1	93.5	97.4	13.88
★ Rockford	416.7	100.8	105.0	12.00
Springfield	365.8	92.4	96.2	9.84

Indiana

Evansville	402.0	91.3	95.1	11.94
★ Fort Wayne	377.8	98.1	102.2	13.94
★ Gary	443.0	96.4	100.4	12.58
★ Indianapolis	391.1	96.5	100.5	48.42
Muncie	357.1	95.5	99.5	5.50
★ South Bend	495.5	100.8	105.0	15.62
Terre Haute	348.4	90.5	94.3	7.70

Iowa

Cedar Rapids	344.2	94.2	98.1	7.47
Davenport	373.3	95.2	99.2	7.84
Des Moines	344.4	92.8	96.7	18.60
Sioux City	324.8	94.2	98.1	8.38
Waterloo	344.9	93.4	97.3	6.45

Kansas

Hutchinson	379.2	94.8	98.8	4.02
★ Kansas City	402.2	99.1	103.2	9.25
Topeka	341.5	92.6	96.5	7.07
★ Wichita	547.3	106.0	110.4	19.10

PADUCAH'S Ridin' High!



Nation's No. 1 High Spot City.
\$500 million atomic energy plant
going up—plus world's largest
electric power pool.

Nation's greatest gain in bank
clearings during 1951.

Good time to advertise in—

The Paducah Sun-Democrat
27,000 Paducah, Ky. 27,500
Daily Sunday
Burke, Kuipers & Mahoney

RETAIL SALES (S.M. Forecast for February, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	February
1939	1951	1951	1952

Kentucky

Lexington	336.4	91.2	95.0	7.30
★ Louisville	406.5	98.4	102.5	34.96
★ Paducah	436.5	122.6	127.7	4.19

Louisiana

Baton Rouge	527.3	92.6	96.5	9.65
New Orleans	416.7	91.4	95.2	43.00
Shreveport	415.2	94.7	98.6	12.83

Maine

Bangor	289.5	95.2	99.2	3.85
Lewiston-Auburn	279.0	88.6	92.3	4.66
Portland	252.5	91.5	95.3	7.60

Maryland

Baltimore	340.0	95.7	99.7	84.86
Cumberland	276.4	91.7	95.5	3.87

Massachusetts

★ Boston	253.0	97.0	101.0	81.45
Fall River	278.9	92.8	96.7	7.42
Holyoke	310.4	91.5	95.3	4.47
Lawrence	254.5	91.2	95.0	5.98
Lowell	369.5	93.0	96.9	7.50
Lynn	350.2	87.4	91.0	7.95
New Bedford	290.3	91.9	95.7	7.78
Pittsfield	292.5	94.8	98.7	4.68

We're Really JUMPING

Holyoke really takes off . . . jumps over 32 larger cities . . . when its food sales are compared with other markets in its population group.

That's something to remember when you're making up the list on that food product. And this, too! The Transcript telegram delivers a city zone market of 114,900 people . . . spending \$28,712,000 for food.

A PREFERRED MARKET FOR FOOD ADVERTISERS

The Holyoke Transcript Telegram HOLYOKE, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

PORTLAND, MAINE

Basic New England Market

To Sell the Great NORTH OF BOSTON MARKET

Use the Largest Newspaper Circulation North of Boston

A single advertising cost enables you to place your advertising in homes with

\$282,000,000 INCOME

and to team up with the selling efforts of jobbers and dealers in the largest wholesale market North of Boston.

HOW THEY SPEND NORTH OF BOSTON

Food	\$63,028,020	Furniture-Hsld.	\$10,530,480
Genl. Mdse.	\$19,280,070	Automotive	\$46,148,280
Drugs \$46,148,280			

Basic New England Test Market

PORTLAND PRESS HERALD • EVENING EXPRESS

PORTLAND SUNDAY TELEGRAM

NO. 1 Among the Giants

Salem's Quality of Market Index is 32% above the national level. High income is partly responsible for this rating . . . but the real scorer is retail sales! Salem's sales are 71% above the U. S. average.

In both quality of market and sales activity Salem tops every large self-contained market in the state . . . above 25M population.

Salem is so busy because thousands of families in the surrounding communities live so close to Salem stores that it's more convenient to shop here than elsewhere. The result is a big city zone shopping pattern of 147,700 people . . . served only and thoroughly by the Evening News.

THE SALEM EVENING NEWS SALEM, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

PUSH HERE

Your 1952 outlook demands that you pick the best targets, where high income offers you big additional potentials.

Royal Oak, for example . . . with highest family income (\$7,240) of all cities on the High-Spot list . . . with family retail sales 37% above the U.S. average . . . food 25% . . . general merchandise 45% . . . furniture-household 46% . . . drug 86%.

And with Michigan's fastest-growing daily giving your advertising market-wide impact—95% coverage of Royal Oak . . . 13,500 additional circulation in prosperous south Oakland County.

THE DAILY TRIBUNE

Royal Oak, Mich.

South Oakland's Only Daily Over 25,018 Evening

Represented by
The Julius Mathews
Special Agency, Inc.

High Spot Cities

RETAIL SALES (S.M. Forecast for February, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	February
1939	1951	1951	1952
Massachusetts (cont'd.)			
★ Salem	314.1	96.1	100.1 4.05
Springfield	281.8	94.1	98.0 15.50
★ Worcester	318.6	100.6	104.8 19.40

Michigan

★ Battle Creek	452.5	108.0	112.5 7.24
★ Bay City	440.1	96.7	100.7 6.25
Detroit	436.1	93.2	97.1 190.61
Flint	380.9	92.2	96.0 17.94
Grand Rapids	398.9	95.5	99.5 21.18
★ Jackson	372.3	97.6	101.7 6.85
★ Kalamazoo	396.6	97.4	101.5 9.36
★ Lansing	428.4	102.0	106.3 13.11
★ Muskegon	389.6	104.2	108.5 6.00
★ Pontiac	375.0	96.2	100.2 7.65
★ Royal Oak			
Ferndale	496.5	96.4	100.4 7.10
Saginaw	402.1	95.7	99.7 9.49

Minnesota

★ Duluth	286.4	100.0	104.2 9.05
Minneapolis	317.5	92.3	96.1 56.16
St. Paul	286.6	92.4	96.2 31.55

Mississippi

Jackson	494.7	93.3	97.2 8.46
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Missouri

Kansas City	403.8	93.4	97.3 59.68
St. Joseph	313.7	94.2	98.1 5.96
St. Louis	340.6	94.4	98.3 79.15
Springfield	416.4	95.5	99.5 7.12

Montana

Billings	418.9	93.3	97.2 5.11
Butte	244.8	91.7	95.5 4.04
Great Falls	361.2	90.4	94.2 4.84

RALEIGH, North Carolina



YOU can do a real selling job in this fast growing city of 65,000 which tops several of North Carolina's largest cities in general trade activity . . .

- Per fam. inc. \$6,294
1st in North Carolina
- Auto Sales \$26,190,000
2nd in North Carolina
- Retail Sales . . . \$101,500,000
3rd in North Carolina
(SM 5/10/51)

★★★★★

100% Coverage of all Raleigh families
70% Coverage of all Wake Co. families

The Raleigh News and Observer MORNING & SUNDAY Raleigh, North Carolina

114,670 Morning
118,713 Sunday

(Publisher's Statement to ABC, 9/30/51)

Rep: The Branham Company

WHO'S BETTER

How many markets show a faster food turnover than Little Falls . . . with food sales 73% above the national average!

An extremely profitable market . . . sold thoroughly, inexpensively, through the Times . . . which reaches the local shoppers where they live, whether in Little Falls or the surrounding area. The Times covers the Little Falls market completely . . . with total circulation nearly two and a half times the number of city families.

Little Falls . . . TOPS in everything except the cost of selling it.

Little Falls Times Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

RETAIL SALES

(S.M. Forecast for February, 1952)

		City		Nat'l	\$
City	City	Index	Index		
1952	1952	1952	1952	(Million)	
vs.	vs.	vs.	vs.	February	
1939	1951	1951	1952		

Nebraska

Lincoln	361.5	92.4	96.3	9.29
★ Omaha	374.7	99.8	104.0	25.97

Nevada

★ Reno	390.7	96.1	100.1	5.86
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New Hampshire

★ Manchester	305.3	97.7	101.8	2.90
★ Nashua	328.1	96.2	100.2	7.25

New Jersey

Atlantic City	269.6	94.4	98.3	7.90
Camden	379.0	92.4	96.3	12.28
★ Elizabeth	336.8	96.0	100.0	9.97
Jersey City-				
Hoboken	269.0	93.8	97.7	20.47
★ Newark	300.0	96.1	100.1	49.14
★ Passaic-Clifton	455.6	98.8	102.9	13.94
Paterson	318.4	92.7	96.6	14.39
Trenton	324.5	93.1	97.0	13.92

New Mexico

Albuquerque	780.4	93.6	97.5	11.94
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New York

Albany	340.0	90.7	94.5	16.93
Binghamton	295.3	90.7	94.5	8.24
★ Buffalo	344.3	98.9	103.0	56.60
★ Elmira	342.9	107.8	112.3	6.07
★ Hempstead				
Township	678.1	98.9	103.0	52.69
★ Jamestown	344.9	102.1	106.4	4.76
New York	308.8	93.1	97.0	647.54
★ Niagara Falls	366.1	104.3	108.6	8.53
★ Rochester	293.3	97.9	102.0	32.73
★ Rome	398.7	97.2	101.2	3.15
★ Schenectady	346.9	97.0	101.0	10.20
★ Syracuse	312.2	97.2	101.2	21.73
Troy	339.7	89.9	93.6	7.61
★ Utica	343.8	97.3	101.4	10.21

North Carolina

Asheville	380.5	95.0	99.0	6.43
Charlotte	304.2	95.2	99.2	16.41
Durham	389.6	91.8	95.6	6.39
Greensboro	629.0	95.7	99.7	11.51
★ Raleigh	470.1	96.1	100.1	7.85
Salisbury	413.1	92.7	96.6	3.02
★ Wilmington	364.9	99.6	103.7	3.54
Winston-Salem	368.2	94.8	98.7	7.07

North Dakota

Fargo	372.4	89.3	93.0	4.99
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RETAIL SALES

(S.M. Forecast for February, 1952)

		City		Nat'l	\$
City	City	Index	Index		
1952	1952	1952	1952	(Million)	
vs.	vs.	vs.	vs.	February	
1939	1951	1951	1952		

Ohio

★ Akron	426.0	111.4	116.0	30.33
★ Canton	376.5	100.1	104.3	12.95
★ Cincinnati	345.9	97.0	101.0	52.34
★ Cleveland	389.3	104.0	108.3	107.48
Columbus	343.3	89.8	93.5	35.88
★ Dayton	375.1	97.6	101.7	26.22
Mansfield	377.3	94.9	98.9	5.32
★ Springfield	370.3	97.9	102.0	7.48
★ Toledo	383.7	98.2	102.3	33.15
★ Warren	454.2	105.7	110.1	6.45
★ Youngstown	361.8	101.5	105.7	18.96

Oklahoma

★ Bartlesville	375.5	104.3	108.6	1.99
Muskogee	341.2	90.7	94.5	2.90
Oklahoma City	388.4	89.9	93.6	23.42
★ Tulsa	470.8	101.4	105.6	20.95

Oregon

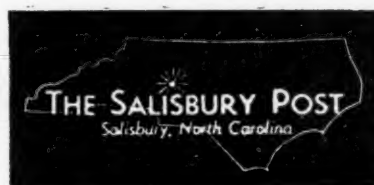
★ Eugene	563.0	97.0	101.0	6.70
★ Portland	384.2	102.0	106.3	46.33
Salem	386.5	91.2	95.0	5.14

MORALE
BUILDER

When sales slow down and you begin to wonder if your product is about to become a "has been", a POST schedule will banish fears and tears and prove that all's well with your product; that all it and you needed was a good newspaper and a good market to prove it in.

That's the POST!

That's Salisbury!



WARD-GRIFFITH COMPANY

Representatives



HIGHSPOT

among New Jersey markets

Passaic-Clifton continues as the outstanding market among all of New Jersey's Highspot Cities. For the 27th time in the last 28 months Sales Management rates it as "Preferred" . . . a record unequalled by any other city in the state.

Passaic-Clifton has had the highest City-National Index in New Jersey every month for the last year and a half . . . this month 2.5% greater than the nation's average increase. No other New Jersey city offers national advertisers a better opportunity for increased sales.

THE HERALD-NEWS

55,461

Publishers Statement OF PASSAIC-CLIFTON, N. J.
Last Quarter 1951

Represented by The Julius Mathews Special Agency

Why ALTOONA Is The Ideal TEST MARKET!

Many important factors make Altoona, Pa., a good test market. It's well isolated from other cities. It has typical distributive outlets, citizens with average incomes, splendid mixture of industry and farming, excellent year-round stability and a good record as a test city. Also, the Altoona Mirror is a cooperative evening newspaper. It completely blankets the market.

Altoona Mirror.

**ALTOONA'S ONLY
EVENING NEWSPAPER**

Richard E. Beeler
Advertising Manager

\$3,631

—that's the yearly per family retail sales expenditure in Bethlehem, Pennsylvania. (\$454 above the national average).

Yes, *business is booming in Bethlehem!* Only one newspaper covers this city and its prosperous shoppers . . .

The Bethlehem Globe-Times

Roland L. Adams, President
Represented nationally by DeLisser, Inc.

High Spot Cities

RETAIL SALES
(S.M. Forecast for February, 1952)

	City Index	City Index	Nat'l Index	\$ (Million)
	1952	1952	1952	February
	vs.	vs.	vs.	1952
	1939	1951	1951	1952
Pennsylvania				
Allentown	350.2	92.6	96.5	11.17
Altoona	284.3	95.0	99.0	5.97
★ Bethlehem	476.8	111.6	116.3	6.77
★ Chester	371.1	97.2	101.2	6.42
★ Erie	460.3	100.1	104.3	14.59
★ Harrisburg	423.6	105.3	109.7	13.98
Johnstown	303.4	93.8	97.7	7.16
Lancaster	279.1	89.8	93.5	6.53
Norristown	327.0	93.2	97.1	3.63
Oil City	246.9	90.0	93.7	1.58
Philadelphia	338.1	91.2	95.0	170.21
★ Pittsburgh	389.9	104.5	108.9	86.37
Reading	308.1	91.4	95.2	11.09
Scranton	282.2	91.5	95.3	10.44
Wilkes-Barre	290.1	95.1	99.1	7.89
York	292.3	90.6	94.4	5.73

Rhode Island

Providence	288.1	94.8	98.7	24.92
★ Woonsocket	342.5	102.0	106.3	4.35

South Carolina

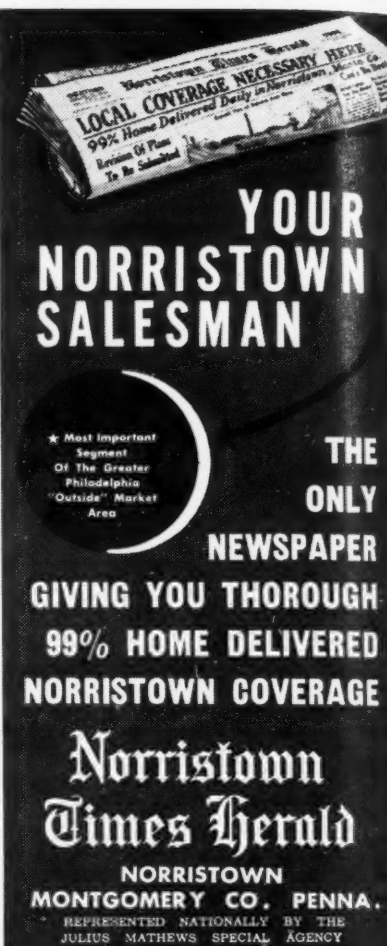
★ Charleston	391.1	98.9	103.0	7.47
★ Columbia	445.4	101.6	105.8	9.71
★ Greenville	479.5	97.6	101.7	8.20
★ Spartanburg	580.3	104.3	108.6	7.08

South Dakota

Aberdeen	485.5	88.7	92.4	3.01
Sioux Falls	368.0	89.8	93.5	5.63

Tennessee

★ Chattanooga	365.1	99.5	103.6	13.40
Knoxville	401.7	93.6	97.5	13.90
Memphis	413.7	89.3	93.0	36.82
★ Nashville	395.1	96.5	100.5	20.86



**YOUR
NORRISTOWN
SALESMAN**

★ Most Important Segment Of The Greater Philadelphia "Outside" Market Area

**THE
ONLY
NEWSPAPER
GIVING YOU THOROUGH
99% HOME DELIVERED
NORRISTOWN COVERAGE**

**Norristown
Times Herald**

**NORRISTOWN
MONTGOMERY CO., PENNA.**

REPRESENTED NATIONALLY BY THE
JULIUS MATHEWS SPECIAL AGENCY

Free Spending but NEARSIGHTED

The four-county Oil City market buys \$24,000,000 of food yearly.

A profitable spot for your brand advertising . . . provided you realize that our people are peculiarly near-sighted when it comes to news and advertising. They have eyes only for the Derrick-Blizzard . . . are not interested in newspapers published in the distant wholesaling cities serving Oil City.

Wholesalers and retailers . . . talking from sales records . . . will confirm that the total of incoming papers is negligible . . . that Derrick-Blizzard advertising does a real shirt-sleeves job of moving goods . . . building brand preferences.

Derrick-Blizzard

OIL CITY, PA.

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

RETAIL SALES

(S.M. Forecast for February, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	February
1939	1951	1951	1952

Texas

★ Amarillo	630.6	101.8	106.0	10.91
Austin	435.0	92.7	96.6	11.44
Beaumont	520.7	95.3	99.3	10.31
★ Corpus Christi	620.6	98.1	102.2	12.97
Dallas	499.3	94.6	98.5	56.67
El Paso	525.3	94.6	98.5	13.50
★ Fort Worth	552.2	101.8	106.0	33.74
Galveston	395.1	92.5	96.4	6.44
★ Houston	531.9	98.9	103.0	67.76
Lubbock	811.5	94.7	98.6	11.28
San Antonio	593.0	95.2	99.2	40.09
Waco	532.1	90.4	94.2	8.62
★ Wichita Falls	466.9	99.6	103.8	7.19

Utah

★ Ogden	409.4	100.6	104.8	5.24
Salt Lake City	369.7	95.3	99.3	18.41

Vermont

Burlington	296.4	88.7	92.4	3.29
Rutland	235.5	89.2	92.9	1.79

Virginia

Lynchburg	337.9	94.5	96.4	4.73
★ Newport News	493.5	112.1	116.8	6.12
Norfolk	444.3	91.7	95.5	18.57
★ Portsmouth	489.8	96.9	100.9	5.29
Richmond	342.1	94.1	98.0	24.32
Roanoke	437.1	94.8	98.7	10.40

Washington

★ Seattle	361.0	97.8	101.9	49.42
★ Spokane	339.0	96.1	100.1	14.61
Tacoma	382.6	93.1	97.1	13.85
Yakima	349.3	91.6	95.4	5.24

West Virginia

Charleston	370.5	95.7	99.7	10.67
Huntington	373.7	94.6	98.5	7.66
Wheeling	343.1	93.2	97.1	7.17

Wisconsin

★ Appleton	443.8	96.5	100.5	4.66
Green Bay	538.7	94.9	98.8	5.86
Madison	322.3	93.8	97.7	9.38
★ Milwaukee	357.3	97.6	101.7	67.63
★ Racine	412.4	100.6	104.8	7.30
Sheboygan	299.2	91.9	95.7	3.59
★ Superior	293.8	96.2	100.2	2.85

Wyoming

★ Casper	531.6	105.1	109.5	4.04
★ Cheyenne	428.6	101.6	101.7	3.90

RETAIL SALES

(S.M. Forecast for February, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	February
1941	1951	1951	1952

CANADA

290.0	96.0	100.0	641.7
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Alberta

★ Calgary	344.0	99.4	103.5	11.49
Edmonton	375.6	91.2	95.0	11.57

British Columbia

★ Vancouver	355.7	102.9	107.2	33.22
Victoria	293.6	91.4	95.2	6.93

Manitoba

★ Winnipeg	271.9	99.7	103.9	23.90
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New Brunswick

Saint John	200.6	92.5	96.4	3.19
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Nova Scotia

★ Halifax	263.5	98.7	102.8	8.67
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Ontario

★ Hamilton	275.2	109.2	113.8	15.41
London	246.3	92.8	96.7	6.33
Ottawa	200.4	94.1	98.0	10.50
Toronto	246.7	91.0	94.8	63.45
★ Windsor	248.7	102.4	106.7	8.58

Quebec

★ Montreal	276.6	97.7	101.8	70.20
★ Quebec	257.7	99.5	103.6	10.49

Saskatchewan

Regina	279.0	90.6	94.4	6.78
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COMING . . .

Management Control Plan
At Thatcher Glass

Its accomplishments in a nutshell: In 1940, 23 Thatcher salesmen sold \$6,000,000 worth of milk bottles. In 1951, 32 salesmen sold some \$24,000,000 worth of various kinds of glass containers.

How to Determine Whether
Your Sales Force Is Large Enough

How Remington Rand sets up a yardstick to measure what the average salesman under average supervision can be expected to produce.

52%

OF CANADA'S
ENGLISH-SPEAKING
FAMILIESare concentrated
in theWEEKEND
PICTURE MAGAZINE

market

Circulation
over

950,000

Published by the Montreal Standard
Publishing Co. LimitedO'Mara & Ormsbee,
Graybar Building, 420
Lexington Avenue, New
York; The John E. Lutz
Co., Tribune Tower, 435
North Michigan Ave.,
Chicago.

HEALTHY

folks in Woonsocket spend money to stay healthy. S. M.'s '51 survey proves they buy 22% more food — 39% more drugs than average R. I. families. And they have a healthy reader interest in what goes on in the world. You'll be able to reach them — sell them, only with the blanket coverage offered by their one local daily, the —

WOONSOCKET

CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S PLUS MARKET



SPEAKS FOR ITSELF

Let the Bayonne Times speak for itself—send for a complimentary copy and see why—

"BAYONNE CANNOT BE SOLD FROM THE OUTSIDE"

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

More Effective... More SELlective



1170 Broadway • New York 1, N. Y.

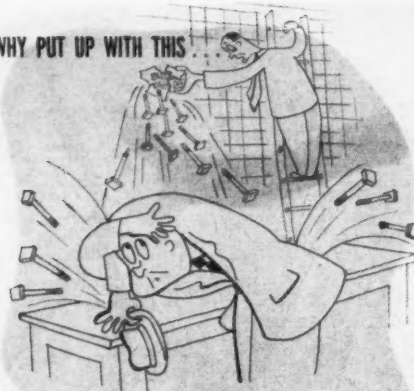
SALESMEN

Immediate opportunity in a fast-growing business. A number of SoundScriber Dictating Equipment distributors have territory openings for top office equipment men with a sales record, who want to make real money. No ceiling on earnings. Available territories already have customers on which to build. Most sales are multiple units; high percentage of repeat business assured. Contact your local SoundScriber distributor listed in the Classified Telephone Directory.

ELECTRON TUBE SALESMEN

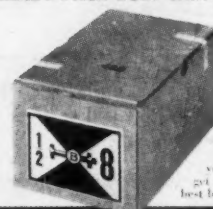
Nationally known maker of electron tubes has positions open for men experienced in selling to manufacturers. General knowledge of radio and television industry is necessary. East and Midwest territories. Excellent opportunities. Give full details. Replies held strictly confidential. Box 2835.

WHY PUT UP WITH THIS...



Switch to Quality Buffalo Bolts in

RUGGED
HANDY-PACK BOLT CARTONS



● Bolt storage, shipping and handling headaches are a thing of the past when you put lucky Handy-Packs on the job. And when you order Buffalo Bolts, you not only get Handy-Packs... you get the world's best bolts as well.

HANDY-PACK FEATURES

- Same price as "ordinary" bolts in "ordinary" cartons.
- Same carton quantities as always, same method of ordering.
- Cartons are re-shippable without tying or wrapping.
- Covers make durable open drawers for bolt cabinets.
- Can be ordered in carload or less-than-carload lots.



Write for circular on quantities and weights of Handy-Pack Cartons.

BUFFALO BOLT COMPANY

Division of Buffalo-Eclipse Corporation
North Tonawanda, N. Y.

Sales Offices in Principal Cities, Export Sales Office:
Buffalo International Corp., 30 Church Street, New York City

PRODUCERS OF CIRCLE 8 PRODUCTS... BOLTS • NUTS • RIVETS AND SPECIAL FASTENERS

What's Right with This Industrial Carton?

Advertisements, such as this one, tell industrial distributors and hardware dealers. Buffalo Bolt's carton is another example of ways in which packages solve users' problems.

What a difference a little piece of cardboard has made in the sales appeal of one of Buffalo Bolt Company's basic products—bolts sold through industrial distributors.

The cardboard: It is the carton in which Buffalo nuts and bolts are shipped, and it replaces the light wrapping paper in which they had been packed for many years.

The package—known as the Handy-Pack—was brought out by Buffalo Bolt Co., division of Buffalo-Eclipse Corp., North Tonawanda, N. Y., three years ago as an extra sales appeal.

The old carton was a constant source of customer gripes. The light wrapping paper package, for example, fell apart, letting nuts and bolts spill. The paper would not stand up under the necessary handling when the dis-

tributor re-packed and shipped to the final user. Furthermore, the paper package was hard to store on the shelf, either in the distributor's warehouse, or in customer's inventory.

"Our new package," says Charles L. Turner, vice-president in charge of sales, "licks the customer's problems of spilling, mixing and sorting. The carton can be re-shipped without tying and re-wrapping."

What about the cost? "The new carton does cost a little more than the old-type wrapping," explains Mr. Turner. "However, this has been offset by the cut in labor required to pack nuts and bolts."

What does the customer think? "We are sure of two things," says Mr. Turner. "Customers like the carton, and it has paid for itself in improved customer relations."

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